

Scrutiny Streets, Environment & Homes Sub- Committee Agenda



To: Councillor Leila Ben-Hassel (Chair)
Councillor Richard Chatterjee (Vice-Chair)
Councillors Robert Canning, Sherwan Chowdhury, Luke Clancy,
Felicity Flynn and Vidhi Mohan

Reserve Members: Karen Jewitt, Michael Neal, Andrew Pelling, Joy Prince,
Callton Young, Jan Buttinger and Oni Ovir

A meeting of the **Scrutiny Streets, Environment & Homes Sub-Committee** which you are hereby summoned to attend, will be held on **Tuesday, 4 February 2020** at **6.30 pm** in **Council Chamber, Town Hall, Katharine Street, Croydon CR0 1NX**. **A pre meet for Members only will take place at 6:00pm in room F4**

Jacqueline Harris Baker
Council Solicitor & Monitoring Officer
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www.croydon.gov.uk/meetings
Monday, 27 January 2020

Members of the public are welcome to attend this meeting.
If you require any assistance, please contact the person detailed above, on the righthand side.

N.B This meeting will be paperless. The agenda can be accessed online at www.croydon.gov.uk/meetings

AGENDA – PART A

1. Apologies for Absence

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

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

To approve the minutes of the meeting held on 17 December 2019 as an accurate record.

3. Disclosure of Interests

In accordance with the Council's Code of Conduct and the statutory provisions of the Localism Act, Members and co-opted Members of the Council are reminded that it is a requirement to register disclosable pecuniary interests (DPIs) and gifts and hospitality to the value of which exceeds £50 or multiple gifts and/or instances of hospitality with a cumulative value of £50 or more when received from a single donor within a rolling twelve month period. In addition, Members and co-opted Members are reminded that unless their disclosable pecuniary interest is registered on the register of interests or is the subject of a pending notification to the Monitoring Officer, they are required to disclose those disclosable pecuniary interests at the meeting. This should be done by completing the Disclosure of Interest form and handing it to the Democratic Services representative at the start of the meeting. The Chair will then invite Members to make their disclosure orally at the commencement of Agenda item 3. Completed disclosure forms will be provided to the Monitoring Officer for inclusion on the Register of Members' Interests.

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. Cabinet Member Question Time: Cabinet Member for Homes and Gateway Services (Pages 7 - 80)

Question Time with the Cabinet Member for Homes and Gateway Services, Councillor Alison Butler.

6. Axis Responsive Repairs Contract Review (Pages 81 - 102)

To receive details of and review the performance of Axis Europe PLC Responsive Repairs Contract.

7. Brick by Brick Business Plan 2020/21

To review the proposed 2020/2021 Business Plan of Brick by Brick.
(Report to follow)

8. Housing Revenue Account

(To Follow)

9. Work Programme (Pages 103 - 106)

To note the work programme for the remainder of 2019/20 municipal year.

10. Exclusion of the Press and Public

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

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

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Scrutiny Streets, Environment & Homes Sub-Committee

Meeting held on Tuesday, 17 December 2019 at 6.30 pm in Council Chamber, Town Hall,
Katharine Street, Croydon CR0 1NX

MINUTES

- Present:** Councillor Leila Ben-Hassel (Chair);
Councillor Richard Chatterjee (Vice-Chair);
Councillors Robert Canning, Sherwan Chowdhury, Felicity Flynn and
Vidhi Mohan
- Also Present:** Councillor Hamida Ali, Cabinet Member for Safer Croydon and Communities
Councillor Alison Butler, Cabinet Member for Homes and Gateway Services
Councillor Stuart King, Cabinet Member for Environment Transport and
Regeneration (Job Share)
Councillor Mohammed Ali
Councillor Sean Fitzsimons
Yasmin Ahmed, Senior Strategy Officer
Shayne Coulter, Head of Public Protection
Gavin Handford, Director of Policy and Partnership
Steve Iles, Director of Public Realm
Robert Lines, Senior Estates Manager
Yvonne Murray, Director of Housing Assessment and Solution
Shifa Mustapha, Executive Director of Place
Julia Pitt, Director of Gateway Services
Hazel Simmonds, Executive Director of Gateway Strategy and Engagement
Caroline Toogood, Head of Strategic Projects and Growth
Tim Coombs, Extinction Rebellion
Micky LeVouguer, Extinction Rebellion
- Apologies:** Councillor Luke Clancy

PART A

36/19 Minutes of the Previous Meeting

The minutes of the meeting held on 1 October 2019 were agreed as an accurate record.

37/19 Disclosure of Interests

There were none.

38/19 Urgent Business (if any)

There were no items of urgent business.

39/19 Sustainable Croydon

The Cabinet Member for Environment Transport and Regeneration (Job share), Councillor Start King gave a presentation and the following points were noted:

- Following the declaration of a Climate and Ecological Emergency, the Council had made a commitment to becoming carbon neutral by 2030 and was working closely with the GLA to deliver a sustainable agenda.
- In order to ensure the influence and representation of the voice of residents was reflected in the actions taken to address climate change, the Council was in the process putting together a citizen's assembly for which members were currently being recruited. 70 residents would be selected through various wards and groups in order to ensure diversity of representation from across the borough.
- Additionally the Council was in the process of creating an independent Sustainable Croydon Commission whose purpose will be to identify long term objectives and recommend realistic actions in the drive to establish Croydon as a sustainable borough.
- To date, the Council had already increased recycling rates in the borough, reconfigured the waste collection service and completed the successful roll out of new bins. A commitment had been made to plant at least 3,500 trees over five years and published a five year Air Quality Strategy and Action Plan 2017-22.

Following the presentation the Sub-Committee was given the opportunity to ask questions on the content of the report and the information provided during the presentation.

In response to a question on the feasibility of achieving carbon neutrality by 2030, the Cabinet Member said that it was hoped that it would be achieved before that date as it could be argued that this target date does not show enough urgency. Officers were confident that it could be achieved and the advice received was that this was a deliverable ambition.

It was asked how members of the citizen's assembly would be sourced and the level of expertise they possessed, additionally concerns were raised on conflicts of interest in a project like this. Officers reassured Members that they were keen to get this right and the appropriate people would be appointed. The comments made on ensuring expertise and experience would be taken on board during selection process.

A Member commented on the level of time it had taken since the declaration of the Climate Emergency to the present time and questioned when actions

plans and recommendations would be published. It was further commented that it was important that Extinction Rebellion be involved in the process due to extensive work they had carried out to raise awareness and being one of the drivers in ensuring this emergency was declared.

Officers advised that Extinction Rebellion would be involved and they looked forward to receiving their advice throughout the project. Members were told that since the declaration was made, research was being carried out on the delivery of a sustainable borough. This had included visits to other boroughs and sharing learning. The recruitment for the Citizen Assembly was now completed and was within the timeline for a final report to be presented to Cabinet in March 2020

It was highlighted that whilst there has been a relative delay since the declaration, the Council had continued to do all its work in areas such as air quality planning as it would be an armory to tackling the climate crisis. Although there was a sense of urgency, it was important to ensure the right appointment of people in order to take advice from them as to how quickly things can be put in place and how to tackle difficult issues. The Council had also been working on broader set of actions such as recycling and managing waste. It was vital that all was being done to ensure that the targets and objective set were achievable.

Questions were raised on the cost for a Citizens Assembly as well as the Commission and whether this would be money well spent with real value to be realised. Officers responded that this was a fair challenge and confirmed there would be costs associated to the Citizens Assembly, but the Commission would only incur limited costs due to Members being voluntary. There would be much needed value added by both projects that would make a difference to achieving targets.

It was further questioned how success would be measured in the Council's ambitious quest to be carbon neutral. The Cabinet Member recognised that although this was an ambitious target, it was deliverable and measurable. Many factors would be taken into consideration in measuring success as this was a growing and evolving borough.

At the conclusion of this item the Chair thanked the Cabinet Member and Officers for their attendance at the meeting and their engagement with the Committee and questions.

The Sub-Committee reached the following **Conclusions:**

- Careful attention needed to be given to the composition of members on the Citizens Assembly as well as the Commission to ensure there was appropriate representation of the diversity of the borough
- Officers should give consideration as to how to measure success in order to ensure that it was on target to meet commitments to be Carbon Neutral by 2030

- It was positive and reassuring that the Council had made a decision to involve and seek advice and expertise from Extinction Rebellion in its proceedings.
- The Council must exercise caution in managing the costs associated to the projects and ensure that all costs incurred were quantifiable to work that was being undertaken.
- Whilst it was recognised that the Council was trying to be thorough in its research and fact finding, consideration must be given to expediting progress as there had been considerable delay since the declaration was made to producing an action plan, which was still currently awaited.

40/19 A Housing and Homelessness Strategy For Croydon

The Director of Gateway and the Head of Strategic Projects and Growth gave presentations on the Housing and Homelessness Strategy:

During the presentations, the following points were noted:

- There were specific drivers for a new Housing Strategy including population growth coupled with need, climate emergency and sustainability as well as affordability concerns.
- Priorities would be focused on increase of supply, affordable homes, and improvements to current stock as well as better access to homes whilst promoting independence.
- The current Administration and the Council were united in the decision that understanding need and a clear direction of travel was required which culminated in the production of the Strategy. The focus was on intervention with residents at the heart of responses, provision of services and support.
- Hidden homelessness remained a large issue, with many families experiencing in work poverty. Similarly street homelessness remained a priority which was more about tackling the range of contributing factors, all of which required outreach and holistic support.
- Several initiatives had been launched with partners and community services, who were all valued for their contribution as it was clear that the housing crisis could only be ended through working in partnership

Following the presentation the Sub-Committee was given the opportunity to ask questions on the content of the reports and the information provided during the presentations.

Officers were commended on the detail and level of work that had been undertaken in the development of the Strategy

In response to a question on how to define affordable housing, the Cabinet Member said that this term in itself was confusing as homes could be described as affordable but the level of difference in meaning would vary for different people. It was important to strike a balance and to be clear on what it actually meant for Croydon residents as the Government had taken the position that it should be 80% of market rent, but the reality was that in some areas with lower rents this was affordable and in others not.

A question was raised on whether there was an interconnection between planning applications, housing need in the borough and if there was a scope to steer developers towards submitting applications for homes that were more favourable. Officers responded that the planning department worked with developers and encourage them to provide as much affordable homes as possible from proposed schemes. They ensured environmental and space standards were taken into consideration and met. Officers also worked with Housing Associations to help meet housing need through their offers of social rented properties and shared ownership as part of proposed schemes.

A Member queried the expansion of the seaside homes scheme to facilitate people that wanted to move out of the borough. It was asked whether there was any figures available on the uptake of these schemes as well as any other schemes that the Council may have to assist people that wanted to move out of the borough. Officers agreed to circulate related information after the meeting.

A Member highlighted that there had been a commendation by the Ministry of Housing for Croydon and its Gateway team on its innovation and good practice to reduce homelessness.

It was emphasised that more assistance was needed for single people, young people and key workers. Officers acknowledged this and advised that exploring options to support these residents remained a priority for the Council. They were exploring different schemes for key workers in order to attract good quality staff to the borough.

In response to questions on social letting agencies and what was being done to support families on housing benefit. Officers said that the key was ensuring that tenancies were sustainable and that the Council continued to work with housing associations to ensure that they offered support to their residents to enable them to sustain their tenancies. The Council also ran the Croydon Lettings Project which was developed to assist residents that struggled to access rental properties on the open housing market by helping residents find and keep homes in the private rental sectors and working with landlords to

meet their needs by matching them with reliable tenants on a free service basis. The scheme continued to be successful after its launch over a year ago.

It was further questioned what was being done to support Croydon's Homeless population. Officers explained that they were working in partnership with various outreach services on engagement. Various services including mental health, drug and alcohol outreach services had been commissioned as well as other community voluntary services working together. Churches in the community has come together to run emergency floating shelter services, especially during evenings of severe low temperature.

In response to a question on the impact of Right to Buy legislation on the Housing Strategy, officers said that social housing remained a priority as social homes are being lost at a rate at which they could not be replaced. Members were informed that 70% of the income from Right to Buy was paid to central government with councils only keeping 30% so the money raised was not reinvested in replenishing lost stock. The Council's housing stock had depleted from over 25,000 to 13,000 as a result of the Right to Buy scheme.

A Member asked how Croydon's Strategy compared to other Authorities that may not have a Gateway service. Officers confirmed that Croydon was trailblazing with the early intervention and prevention work it was doing. Partnerships were strengthened and the community, both young and older were working collectively on preventative methods to tackling the housing and homelessness crisis.

At the conclusion of this item the Chair thanked the Cabinet Member and officers for their attendance at the meeting and their engagement with the Committee and questions.

Arising from the discussion of this item, the Sub-Committee would like to request the following information be provided:-

1. Information on the seaside scheme including data on the levels of take up.

The Sub-Committee reached the following **Conclusions**:

- The level of detail that had gone into developing the Strategy was commendable
- The Strategy highlighted the importance of integrated working between the Council and its partners as well as the community to tackle the housing and homelessness crisis.
- In addressing issues of homelessness it was important to understand the wider influencing factors that contributed to homelessness with the appropriate services identified and put in place as preventative measures.

- Hidden homelessness remained a big issues and a cause for concern, the effects of which were felt by the whole family including children in terms of education and welfare.
- The provision of holistic support and outreach services through joint working with multidisciplinary agencies as well as the voluntary sector was making a difference to the lives of residents.

41/19 Policy for Council Community Properties, Rent Subsidy and Rate Relief

The Cabinet Member for Safer Croydon and Communities delivered the presentation and answered questions arising.

During the presentation the following points were noted:

- The Voluntary and Community Sector (VCS) was a fundamental part of Croydon which played a vital role in the delivery of services and support for residents.
- This policy had been drafted to provide a transparent, criteria guideline driven formal policy of funding as there was no existing policy, to ensure that funding was widely distributed as possible, towards areas that will have as high an impact as possible for the community.
- Due to the amount of funding available, only a small amount of the borough's large voluntary sector could be supported, making it important that a clear policy was established.
- Through engagement with the VCS the lack of availability of affordable premises was highlighted as a major challenge. It was clear that actions such as the monitoring of performance and property usage, using clear criteria for the allocation of premises and having rent subsidies which encouraged organisations to share available space were all actions that that this policy would seek to implement.
- In drafting the policy, careful consideration had been given to the criteria, eligibility and allocation process, in particular the possible exclusions of any particular organisations or groups and the impact this could have on the organisations.

Following the presentation the Sub-Committee was given the opportunity to ask questions on the content of the report and the information provided during the presentation.

The Chair informed Members that the focus of questioning should be on the eligibility criteria and the proposed timetable.

In response to a question on how to assess newly established organisations to ensure that they met the needs of residents, the Cabinet Member stated that this was the reason why these arrangements were being proposed. The

Policy provided a clear process that required organisations to demonstrate that they fitted the criteria for eligibility and could meet the needs of residents.

It was further questioned how organisations would be asked to provide evidence to substantiate their proposals, to which officers responded that supporting evidence would be requested from applicants. Including documentation such as terms of reference and annual monitoring reports on the services they have delivered.

Additionally the Council would reserve the right to review each organisations activities and random spot checks would be carried out by the administrative team, in particular instances when in receipt of any intelligence that required further investigation.

There were concerns raised regarding the proposal to exclude social enterprises, with a consensus that organisations should not automatically be excluded should they meet the criteria.

It was questioned how much time and effort would be required from organisations to complete forms, officers said that the application form would be proportionate and should take no more than 30 minutes to complete. It was expected that there would be over subscription, and in shortlisting, evidence of the use of the policy framework to complete applications would be sought. Organisations and their trustee boards would be advised and expected to submit proactive applications.

It was confirmed that due to a lack of control over schools and usage of school buildings, this rate relief would not be extended to community groups that use school building. Planning policy required schools to have a community use school policy and prescribed that rates be affordable.

It was acknowledged that this investment should support the VCS but not be used to subsidise other areas. There was a small pot of funding and if eligibility criteria was widened the money would be spread too thinly and would not have its intended impact.

There was concern raised regarding the timeline and the suitability of length of time before applicants were notified of the outcome of their application. It was acknowledged that during a re-valuation year it would be beneficial for notification to be made later, but that there was little benefit to applicants to be notified late in other years.

At the conclusion of this item the Chair thanked the Cabinet Member and officers for their attendance at the meeting and their engagement with the Committee and questions.

In reaching its recommendations, the sub-committee came to the following **Conclusions:**

1. It was not deemed appropriate for Social Enterprises and Co-Operatives to be automatically excluded from submitting an application for Rent Subsidy.
2. The timeline for the notification of any award of discretionary Business Rate Relief should be amended to ensure that organisations were notified as early as possible of the decision made; to enable alternative arrangements to be made ahead of the beginning of the financial year should they not be eligible for the rate relief.

The Sub-Committee resolved to **Recommend**:

1. That Social Enterprises and Co-Operatives should:
 - a) Be eligible to submit an application should they meet the criteria and their application be considered on its own merit.
 - b) Officers to discuss and formulate a plan as to how to assess the eligibility of these groups if there was to be a difference in application criteria to that of Voluntary Organisations.
2. That in order to reduce the length of time between the submission of applications and notification of the decision, organisations should be notified of the outcome of their application for discretionary rate relief no later than the January following submission. Except in a re-evaluation year when notification should be made in March following submission of their application to ensure that a definite decision is provided in the first instance.

42/19 Work Programme

The Sub-Committee **NOTED** the work programme for the remainder of 2019/20 municipal year.

43/19 Exclusion of the Press and Public

This was not required.

The meeting ended at 10.50 pm

Signed:

Date:

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For general release

REPORT TO:	Streets, Environment and Homes Scrutiny Sub-Committee 4 February 2020
SUBJECT:	CABINET MEMBER QUESTION TIME
LEAD OFFICER:	Guy van Dichele, Executive Director Health, Wellbeing & Adults Julia Pitt, Director Gateway Services Yvonne Murray, Director Housing Assessment and Solutions Stephen Tate, Director Council Homes, Districts and Regeneration Steve Iles, Director – Public Realm
CABINET MEMBER:	Cllr Alison Butler, Cabinet Member for Homes and Gateway Services
PERSON LEADING AT SCRUTINY COMMITTEE MEETING:	Councillor Alison Butler, Cabinet Member for Homes and Gateway Services
ORIGIN OF ITEM:	This item has been identified by the Sub-Committee as an area of scrutiny
BRIEF FOR THE COMMITTEE:	The Sub-Committee is asked to consider the update on areas of the Cabinet Member's portfolio and consider if it wishes to make any recommendations.

1. EXECUTIVE SUMMARY

- 1.1 This report sets out a review of 2019/20, focussing on current issues and headlines, including any key decisions made in the last year. It also covers service budget issues, plus any future strategies and policies that will be worked on over the coming 12 months.

- 1.2 It provides a progress update and response to the conclusions and recommendations made at meetings concerning the areas of this portfolio: Brick by Brick, council housing stock, council estate regeneration, Croydon Affordable Homes, Fire Safety Board, Gateway Services and Access Croydon, Homelessness, Housing Needs and Assessment, Housing Allocations, Housing Strategy and Commissioning, the Housing Revenue Account (HRA), Landlords' Licensing Scheme and houses in multiple accommodation (HMOs), Private Sector Housing Standards and Enforcement, Social Lettings Agency, Taberner

House site, Temporary Accommodation and Tenancy and Caretaking Services, Welfare and Benefits Service.

2 STRATEGIC ANALYSIS OF STRENGTHS, WEAKNESSES, OPPORTUNITIES AND TENSIONS

STRENGTHS	WEAKNESSES
<p><i>New homes within great places</i></p> <ul style="list-style-type: none"> • Brick by Brick – flexible commercial construction vehicle • Croydon Affordable Homes; avoids RTB • Local plan pipeline of sites for housing development • Relatively low land and property values attractive for development investment • Suburban housing design guide • Place planning and regeneration • Learning gained through first Community Led Housing (CLH) tender. <p><i>Good quality homes</i></p> <ul style="list-style-type: none"> • Updated high quality council housing stock asset management data: 99% Decent Homes compliant, sprinklers installed to high rise blocks. • Selective Licensing Scheme • Established empty homes programme <p><i>Better access to homes and independent living</i></p> <ul style="list-style-type: none"> • Holistic and collaborative Gateway approach • Development of Housing First model in Croydon • Re-procurement of social care dynamic purchasing system including supported living and supported housing 	<p><i>New homes within great places</i></p> <ul style="list-style-type: none"> • Limited regular liaison and partnership with RP sector <p><i>Good quality homes</i></p> <ul style="list-style-type: none"> • Small social housing stock (15% of total) • Housing stock borough-wide which does not meet current space, access or environmental efficiency/sustainability standards • Inability to capture full supported exempt accommodation funding limits options for supported housing development and procurement • Compulsory purchase and enforced sale policy re empty homes is very difficult and convoluted. <p><i>Better access to homes and independent living</i></p> <ul style="list-style-type: none"> • Overcrowding and under-occupation of homes, including council homes • Confusing multi-layered offer & incentives for landlords letting property to LBC • Under-provision of accessible and adapted homes for residents with disabilities • Over-provision of residential care homes and under-provision of supported housing/living schemes
OPPORTUNITIES	TENSIONS
<p><i>New homes within great places</i></p> <ul style="list-style-type: none"> • Local Plan Review • Borrowing cap removed from HRA • Community Led Housing (CLH), including co-operative housing and the use of the GLA's small sites initiative • Partnership with RPs – research, policy development, land-assembly and home-building • Major regeneration and development programmes 	<p><i>New homes within great places</i></p> <ul style="list-style-type: none"> • Brexit – rising construction costs, departure of EEA workforce • Weak housing market reduces ability to cross-subsidise affordable housing • Population growth • Older people housing need (support, downsizing) • Growing numbers of care leavers requiring transitional support and housing • Ongoing losses of council homes to RTB

<ul style="list-style-type: none"> • GLA grant funding, inc. for supported housing, and closer working with GLA on funding bids • Potential to develop a more comprehensive community engagement and resident involvement approach as part of planning for new housing development or regeneration • Ongoing infill development via BxB • Scope for further institutional investment and property purchases via CAH • Modern methods of construction <p>Good quality homes</p> <ul style="list-style-type: none"> • Development of a Croydon Standard based on residents' priorities and contractor knowledge • Delivery of ground source heat pumps to provide efficient, zero-emission heating • Sustainability Commission: council commitment to sustainability • Renewal/expansion of selective landlord licensing in 2020 • Article 4 direction for new small HMOs • Community Led Housing to bring empty homes back into use <p>Better access to homes and independent living</p> <ul style="list-style-type: none"> • Rationalise incentives and engagement with landlords for TA, forward plan procurement and reduce spot-purchasing • Expansion of Croydon Lettings • More strategic planning and policy for provision & allocation of accessible homes • Capital letters London-wide collaboration for TA procurement • London Councils working group on pan-London hostel commissioning • Existing extra care schemes transferring to 'in house' management - potential to improve and rationalise provision • Opportunity to procure/acquire or develop new supported living and extra care homes • Develop more targeted approach to meet needs of downsizers, including high quality new homes for older people • New Gateway homeless support hub • Partnership with Crisis to end core homelessness 	<ul style="list-style-type: none"> • Communities' concern over new development and opposition to new homes at a local level <p>Good quality homes</p> <ul style="list-style-type: none"> • Government limits range of renewed Selective Licensing Scheme, weakening the ability to tackle rogue landlords • Less national funding to improve energy efficiency of homes; 17,000 Croydon homes at risk of fuel poverty (2017) • Climate change and the need to improve housing fabric and fuel efficiency: council homes achieve an average energy rating of 68.77 (EPC rating D) <p>Better access to homes and independent living</p> <ul style="list-style-type: none"> • Large volume of emergency and temporary accommodation/need • Ongoing impact of austerity on services preventing homelessness: hostels, housing support, mental health, drug, alcohol services. • Household benefit cap, benefit freeze till April 2020, Local Housing Allowance uncoupled from market rents, and universal credit • Competition for affordable market housing from other London boroughs seeking placements for their residents • Homelessness Reduction Act new burdens funding ends 2020 • Build to rent market unaffordable to Croydon residents and does not fulfil local housing need
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3 BUDGETARY ISSUES

- 3.1 The Housing Assessment and Solutions and Gateway Directorates sit within the old Gateway, Strategy and Engagement Department. Overall, the department overspent by £224,000 at the end of Q2, as reported to Cabinet in December. These directorates transferred to the Health, Wellbeing and Adults Department on 1 January 2020.
- 3.2 In Housing Assessment and Solutions, the main reason for the overspend relates to the private rented schemes used for Temporary Accommodation (TA), where there is a shortfall between what the Council pays to landlords and what can be reclaimed from tenants. Combined, from two of the three main private landlord schemes, there was an overspend of £457,000.
- 3.3 In Emergency Accommodation (EA), there is a forecast underspend at Q2 of £200,000, compared to historic overspends in previous years. There has been work to reduce the number of residents within Emergency Accommodation, although this impacts on Temporary Accommodation costs. Emergency Accommodation also received a budget increase in 2019/20 enabling the service to better manage costs within budget. More detail on the actual and forecast expenditure on EA and TA is set out at section 4.3.6 below.
- 3.4 Within Gateway Services, there are pressures due to the challenges of meeting the savings target within Adults and Children's services as they are currently overspending. While Gateway has been successful in identifying areas of savings and cost avoidance, within the context of significant overspends, these haven't translated into savings which enable budgets to be reduced.
- 3.5 The budget setting process is underway with Members expected to agree a budget in line with the timetable. Given the financial pressures faced by the Council, both these services will need to play a part in delivering a balanced budget.

REVIEW OF 2019

4 HOUSING NEED AND HOMELESSNESS

4.1 Levels of demand and causes

- 4.1.1 Factors causing housing need and homelessness were set out in the report on A Housing and Homelessness Strategy for Croydon to the Streets, Environment and Homes Scrutiny Sub-Committee, 17 December 2019 (see Appendix 1). They can be summarised as:

- ***Croydon's population is growing:***
- ***People are living longer:***
- ***Mismatch between supply and demand:***

- **Housing affordability:** Many residents cannot afford to rent or buy in Croydon even with Housing Benefit.
- **Poverty:** due to relatively low pay and reduced welfare benefit entitlements
- **Austerity:** Ongoing public funding constraints and cuts continue to impact on housing support, hostels, mental health, drug, alcohol services that help people avoid homelessness.
- **More people have complex health and social care needs:** This includes people with physical and learning disabilities and people with mental health support needs. Some need adaptations to their current homes and others need to move to more suitable accommodation.
- **Croydon has the largest population of young people in London.**
- **Limited recourse to public funds:** for non-UK nationals since 2014

Homelessness Demand

4.1.2 Around 3,500 households a year approach the council for assistance. In 2018/19 more than 1,650 at risk of losing their home were helped to avoid homelessness. The loss of a private tenancy is the most common cause of homelessness, followed by eviction by parents, relatives or friends, and domestic violence.

Rough Sleeping

4.1.3 Throughout 2018/19 274 people were found bedded down on Croydon's streets by outreach services and recorded on the London-wide CHAIN database. Only 27 of these had slept rough previously. In November 2018 15 rough sleepers were found bedded down in Croydon on the night of the street count. This number excludes those sleeping in night shelters. The figure from the 28.11.19 street count will be released by the Government on 27 February 2020.

4.1.4 The Council commissions Thames Reach to provide [Croydon Reach](#), our outreach and resettlement service for rough sleepers. Where people qualify for housing in Croydon we will usually arrange supported housing, such as a hostel, with a subsequent move into long-term affordable rented accommodation with resettlement support.

4.1.5 For the most chronic rough sleepers and those who repeatedly return to the streets we will where possible use Housing First. This is a support service that we have commissioned which will provide intensive, open ended and user-led support, and case management for up to 20 homeless people with multiple and complex needs who will have long-term sustainable tenancies secured for them. The Housing First approach is evidence based and provides a trauma informed response to rough sleepers who have a lengthy history of rough sleeping and failed engagement with multiple services. The service is designed to build long term engagement and trust, without conditionality. Currently, 10 people have secured tenancies and a further 9 are being supported by the service.

- 4.1.6 The Council secured £468,000 Rough Sleeping Initiative Funding in in 2019/20 in addition to the £510,000 achieved in 2018/19. This is funding Housing First, mentioned above, a clinical mental health outreach service, a Crisis Migrant Employment and Accommodation Scheme for those with no recourse to public funds, personalised budgets for rough sleepers, and a Rough Sleeping Coordinator to mobilise services and develop good practice and partnership work. The Council also commissions a Turning Point drug and alcohol service for rough sleepers.
- 4.1.7 In addition, the Council secured £622,000 of government Rapid Rehousing Funding in 2019/20 to provide a rapid route off the streets including a 24-hour, 365-day hub for up to 15 people with an average stay of 72 hours. The service began in November with a soft launch for up to 8 rough sleepers. The hub provides instant respite for people who are street homeless or who are at risk of sleeping on the street that night, together with a comprehensive assessment and a personal pathway off the streets. Support services will be available at the hub. “Navigators” will work intensively with people with the most complex needs from assessment until they are settled into suitable accommodation and with people leaving prison, and will improve access to private sector accommodation with resettlement support, freeing up hostel places.
- 4.1.8 The Council works closely with voluntary and faith based services that provide vital engagement and support, such as Crisis Skylight Centre, Salvation Army Well and Croydon Churches Floating Shelter, ensuring an effective partnership with commissioned services. The severe weather protocol achieves a coordinated approach to bring rough sleepers off the streets in the coldest weather. Partners have also contributed to successful funding applications by giving evidence on gaps in services for rough sleepers.

4.2 Homelessness Prevention and Rough Sleeping Strategy priorities

- 4.2.1 Consultation on Croydon’s draft Homelessness Prevention and Rough Sleeping Strategy runs until 17 February 2020. The strategy has the following priorities:
1. Increase use of engagement and early intervention services
 2. Prevent homelessness
 3. Ensure sufficient sustainable accommodation to meet the needs of homeless households
 4. Support our residents through localised support services based on local need
 5. End entrenched rough sleeping
 6. End youth homelessness in Croydon.

4.2.2 Key actions in the draft strategy include:

Develop a new partnership with Crisis and prepare a new 10 year strategy

Develop 'Croydon Lettings', the Council's Social Lettings Agency, from pilot to full service offer.

Explore the development of a local homelessness reduction board

Establish a 24/7 assessment hub for rough sleepers

Develop the Housing First model to become integral to the Croydon homelessness offer

4.3 Temporary Accommodation

4.3.1 In December 2019 the Council was housing 2,110 homeless households in emergency and temporary accommodation, 30% of which are in bed and breakfast emergency accommodation. Rising rent levels, the capping and freezing of benefit levels as well as competition for properties from other councils mean that it is increasingly costly to source these homes. We must meet demand for emergency and temporary accommodation while controlling costs, and continuing to secure supply of more permanent homes.

4.3.2 Table 1 sets out the number of placements as at December 2019 by type of temporary accommodation.

Table 1: Type of temporary accommodation (December 2019)

Type of temporary accommodation	Total
Council accommodation	532
Bed & Breakfast	624
Housing association privately leased accommodation	24
Private Sector Leasing Scheme (Concord, Sycamore & Windsor Houses)	266
Sponsored tenancy scheme placements	75
Street properties purchased by Council and transferred to Croydon Affordable Homes	95
Housing Associations B&B	22
Lennard Road	6
Private Sector Licensing agreement	466
Grand Total	2110

4.3.3 The majority of placements of single vulnerable homeless people are in Fairfield and Thornton Heath wards, and along the London Road corridor. 1,213 placements in both supported exempt accommodation and commissioned supported housing are distributed across 24 wards. Those with more than 100 placements are Fairfield, Thornton Heath, Broad Green, Selhurst and West Thornton. In addition, placements of 182 single homeless vulnerable people in

emergency accommodation are mainly in the CR0 postcode, which covers 17 wards, but mainly Fairfield, Shirley North, Waddon and Broad Green.

Table 2: Placements of single vulnerable homeless people by postcode of emergency accommodation

No of Placements	Postcode
4	BR1 (Bromley)
114	CR0
3	CR2
31	CR7
3	CR8
1	ME9 (Kent)
2	SE25
7	SE26
17	SW16
8	SW18

4.3.4 We lack comprehensive information on placements in Croydon by other authorities but understand that a Surrey council places people in Thornton Heath.

4.3.5 Reports of anti-social behaviour (ASB) can only be directly associated with the placement of a single vulnerable homeless person if they relate to nuisance inside the placement. Those relating to nuisance in the street outside may not be linked to the property. Relatively few ASB reports made in the last three months related to placements of single vulnerable homeless people in Fairfield ward, Thornton Heath ward and the London Road corridor, as shown in Table 3 below.

Table 3: Reports of ASB relating to placements of vulnerable single homeless people in the last three months

	ASB inside placement	ASB in vicinity of placement	ASB inside/in vicinity of placement	Total ASB calls in ward/area
Fairfield ward	1	3	4 (1% of total calls)	332
London Road corridor	0	5	5 (5% of total calls)	105
Thornton Heath ward	2	8	10 (9% of total calls)	117

Funding and expenditure

4.3.6 The council's net expenditure for on temporary accommodation for homeless households for the financial year 2018/19 was £3.35m; a cost primarily met from the General Fund. Table 4 below shows actual and forecast gross and net expenditure between 2017/18 and 2020/21.

Table 4: Temporary Accommodation actual and forecast costs (2017-21)

	2020-21 (forecast)	2019-20 (forecast)	2018-19	2017-18
				£
Nightly paid including B&B and self-contained units (EA)	14,412,124	13,725,832	13,154,998	16,808,033
Monthly paid including private sector rentals (TA)	22,335,754	21,272,147	20,306,161	13,691,625
Gross Expenditure	36,747,878	34,997,979	33,461,159	30,499,658
Nightly paid including B&B and self-contained units (EA)	4,580,157	4,580,157	2,161,484	5,250,478
Monthly paid including private sector rentals (TA)	62,839	-637,161	1,188,175	1,428,756
Net Expenditure	4,642,996	3,942,996	3,349,659	6,679,234

- 4.3.7 There is an average estimated cost of around £7,000 per year for a household in Emergency Accommodation (EA). The council almost consistently can't reclaim the full costs associated with EA tenancies, with the amount of shortfall varying by location, size and tenancy type as well as the presence of any adaptations to the property. Some funding shortfalls are currently being funded by Homelessness Flexible Support Grant from central government.
- 4.3.8 Larger Households stay for more extended periods in EA. Of the Council's top 50 most expensive EA placements by nightly charge around 70% are for 4 or more person households. EA and Temporary Accommodation (TA) properties of 5 or more bedrooms can create significant cost pressure to the council, as the maximum LHA rate is for a 4 bedroom property.
- 4.3.9 Some of our most expensive placements are driven by the complexity of their cases. The top 3 most expensive households in EA require fully adapted units for disabled access along with further bedroom(s) for children and/or carers.
- 4.3.10 For temporary accommodation (TA), the costs of properties owned by the Council or on long leases (e.g. the 230 homes in Concord, Sycamore and Windsor Houses) are cost neutral for the Council. However 1-3 bedroom TA homes sourced via the council's existing 'Croylease' and private sector leasing schemes cost between £8 and £38 per week to the council, as they are above the equivalent local housing allowance rate.
- 4.3.11 Supported exempt accommodation (SEA) is a resettlement place or supported accommodation provided by a county council, registered housing provider (housing associations), registered charity or voluntary organisation where that body or a person acting on their behalf provides the resident qualifying for Housing Benefit (HB) with care, support or supervision. Such accommodation includes hostels, refuges, extra care housing and adapted housing for the disabled provided by the organisations listed above but must be providing extra

support/care. HB recognises the often higher costs of providing such accommodation. However, the Council is unable to reclaim 40% of the higher costs it pays when residents are placed in SEA run by private providers. This creates a budgetary pressure on the general fund from HB subsidy. The Council can reclaim 100% subsidy for placement in SEA provided by county councils, charitable organisations and registered housing providers.

Plans to rationalise TA schemes

4.3.12 The Council has commissioned a strategic review of the private rented sector and the Council's emergency and temporary accommodation portfolio assessing exposure, risk and opportunity against demand and market profile. This will drive proposals for future investment, incentives and/or partnerships with private providers in order to best meet our need for emergency and temporary housing. The Council is considering a proposal for the purchase of a further 100 street properties and block purchases off plan from developers or leasing of properties. This is one of the work streams associated with the development of the housing strategy.

4.4 Supported housing

4.4.1 We work with vulnerable single homeless people, ex-offenders, young people and care leavers, and people experiencing domestic violence or street homelessness. We provide access to 493 short-term units of supported housing and floating support in the home to enable vulnerable people to lead independent and fulfilling lives. Between 2015 and 2018 there was a 123% increase in referrals, with young people with various support needs seeing significant growth. However, some services have rising numbers of overstayers. We will work with providers to ensure supported housing services meet rising and developing needs, provide more floating support and increase the rate at which people move on to independent housing.

4.4.2 Following extensive engagement with the market, the Council published a market position statement in September 2019 setting out the Gateway Service's commissioning intentions for supported housing services to single vulnerable homeless people for the period 2020-2025. The Council's contract investment objectives are: Economy (ensuring the contract investment takes into account the cost of potential population increases within the cohorts supported and enables providers to deliver sustainable services); Efficiency (improving the throughput of the service); and Effectiveness (improving quality in terms of outputs and outcomes). The commissioning intentions cover:

- Accommodation based and floating support
- Sustainable move-on
- Complex needs
- Business support, social value and workforce
- Employment and training
- Financial resourcing, including future bidding opportunities.

4.5 Social Lettings Agency

[Croydon Lettings](#), our lettings agency, placed 47 households in private tenancies at LHA rents in its first year, with a support package for landlords. In some cases we are able to provide extra help, such as the deposit, rent in advance or essential items needed to make a house a home.

5. Gateway Services

5.1 The Homelessness Reduction Act 2017 placed a new duty on local authorities to provide people at risk of homelessness within the next 56 days with advice and support to prevent them from becoming homeless. In 2018/19 the Council helped 2,400 families avoid homelessness through support, saving almost £8m in costs that would have been incurred had they become homeless.

Croydon's Gateway results

5.2 Our Gateway service is a council-wide prevention and early intervention approach that works with partners in the private, public and voluntary sectors to improve people's futures. We prevent homelessness through negotiating with landlords, stopping illegal evictions, and family mediation. We help people help themselves by providing wrap around support for the whole household on issues such as budgeting and debt management, tenancy advice, maximising income and getting a job.

5.3 As there are not enough social homes to meet housing need, renting privately is an important alternative option, yet some landlords are reluctant to let to people on welfare benefits and other rents are unaffordable. Private renting is a way for people to avoid homelessness. It is also an important option for homeless people in emergency or temporary housing to make a fresh start. We help people find a home more suitable to their needs and budget through [advice and information](#). We also offer information, advice and support to homeowners who are thinking of letting their properties. In 2018/19 we secured settled homes for 220 homeless households to rent privately, discharging our housing duty (and for 62 homeless households in April to December 2019).

5.4 2018/19 achievements

- Helped more than 2,400 families avoid homelessness
- Given budgeting support to over 14,900 people
- Supported over 4,700 people on Universal Credit to improve their digital skills
- Seen a 15% reduction in the number of people applying as homeless
- Cut the cost of giving people emergency accommodation by £2m
- Increased the homeless prevention rate from 25% to 58%
- Reduced the numbers in emergency accommodation from 824 to 667

- Supported 587 residents into employment.

Gateway in the Community

- 5.5 People are referred to Community Connect/Food Stop, a combined welfare and food club, for help to tackle food poverty. The latest Community Connect/Food Stop was launched in Monks Hill on 22 October. The Gateway service also offers over 30 drop-in surgeries per month across the borough, to support residents with welfare rights, personal budgeting and employment support. These interventions enable tenants to regain control, improve their financial independence and outlook, and pay their rent once more. Croydon has been ranked second in London for helping to life families out of food poverty. Increasingly these services will be delivered with partners closer to the people who need them.

6. COUNCIL HOMES

- 6.0 The Council owns 13,475 council homes (at March 2019), including 1,221 sheltered and special sheltered homes, fewer than many other London boroughs. There are also 2,400 leaseholders, who bought their homes through the Right to Buy (RTB). In 2018/19 83 council homes were sold under the RTB. However, the first Brick by Brick properties are being transferred to the Council. Only 670 social homes became available in 2018/19, of which 320 were offered to non-homeless applicants, yet we had 5,468 people on our housing register in March 2019, vastly more than we can help. We offer grants and support to under-occupying tenants to encourage them to downsize, freeing up a family home; 37 were moved in 2018/19 and 45 in April to December 2019.

6.1 Tenancy and Caretaking Services

- 6.1.1 The Tenancy and Caretaking service structure is now embedded, with seven permanent managers managing across the borough.
- 6.1.2 Tenancy surgeries are held in each locality at least every month. They are also carried out in all Sheltered and Extra Care blocks on a monthly basis. In addition, duty tenancy officers are working daily in Access Croydon, ensuring that anyone coming into our building has a face to face conversation with a tenancy officer.
- 6.1.3 A Tenancy Focus Group has been set up in order to ensure KPI recording and case management follows continued improvement
- 6.1.4 Work continues to improve South West London Waste Partnership bin collections on estates, specifically relating to missed collections and food waste collections. An ongoing project is assessing the bin chamber capacity on our estates to establish whether current arrangements are appropriate for the block / estate needs.

6.1.5 Tenancy continues to work with residents and Brick by Brick on minimising the disruption to bin collections and parking caused by Brick by Brick work on estates, where car parking spaces have been either temporarily or permanently re-used in other ways, whilst development and regeneration of space takes place. In addition, Tenancy are facilitating conversations between tenants and Brick by Brick where pipeline development sites and plans impact on tenant's property boundaries.

6.2 Responsive Repairs

6.2.1 The Responsive Repairs Service carries out approximately 65,000 day to day repairs a year to all council homes and communal works to blocks. The service covers around 16,000 homes including leasehold properties. On average it prepares around 650-700 void properties a year for re-letting. The repairs service is funded by the Housing Revenue Account (HRA) budget within the 5/30 year HRA business plan. The cost of the service is £12.281m annually (inclusive of repairs support costs) with £9.221m currently allocated to the Axis repairs contract.

6.2.2 A review is being conducted of Axis Europe plc's delivery of responsive repairs, voids, electrical and gas services. Axis is in Year 6 of an initial 7 year contract which expires in March 2021 (this is the subject of a separate item on the agenda). Performance has generally been good and compares favourably with benchmarked performance. Resident feedback on the service is obtained and 10% of works are inspected after completion to maintain quality. In April to November 2019, resident satisfaction is 92.8% against a target of 90% and 97.4% of jobs passed inspection, against a target of 96%. The contract is primarily based on a price per property (PPP) model which provides an inclusive price per property for repairs, gas breakdown and servicing and voids. This covers an extensive range of repair work and places more of the risk with the contractor as they get paid one amount per property for all works rather than for each visit or repair carried out.

6.2.3 There is also an ongoing and joint review of three other contracts that deliver housing repairs and maintenance and are also due for extension or re-procurement by March 2021:

- Mechanical and Electrical contracts including installation of domestic gas heating boilers - Clairglow
- External decorations - Mulalley
- General building contract - Mulalley

6.2.4 Two additional contracts are due for review in 2020/21 for either extension or re-procurement in 2021/22:

- Electrical servicing, testing and rewiring – AJS
- Lift maintenance, servicing and replacement – Guideline

6.3 Council Homes Major Works and Planned Maintenance

- 6.3.1 Over the past year, the capital investment programme has focused upon maintaining the Decent Homes Standard. It is funded by the Housing Revenue Account (HRA), a ring-fenced account made up primarily from tenants' rent. In 2019/20, the programme is expected to deliver over £36m of maintenance and investment into Council owned homes. This will continue to achieve over 99% compliance with the Decent Homes Standard and make homes more modern and energy efficient. The Decent Homes Standard is a technical standard for social housing: homes must meet the statutory minimum standard for housing, be in a reasonable state of repair, have reasonably modern facilities and services, and provide a reasonable degree of thermal comfort.
- 6.3.2 Major work projects have been ongoing at several schemes across the borough this year. Works are underway at College Green sheltered housing scheme to replace the roof, install new windows, fit insulated rain screen cladding, and add additional units on the ground floor. The project is expected to complete in the summer of 2020. In addition, work is in the final stages of completion at Longheath Gardens, where 17 blocks have benefited from roof replacements and concrete repairs. An exciting block regeneration project started in the autumn of 2019 at 56-76A Chertsey Crescent. In addition to a new roof, replacement windows, and insulated rain screen cladding, the block will also be the first in the borough to have ground source heat pump central heating. This is a zero emission heating source, generating heat from deep underground, and helping to improve air quality. Other schemes receiving similar works in 2020/21 are Dartmouth House and College Green.
- 6.3.3 Following the decision to insource the extra care provision earlier this year, funds have been made available to invest in the commercial kitchens, kitchenettes, communal lounges and shared facilities. This will help to make these spaces more modern, friendly and welcoming to residents and visitors. A longer term review of the extra care schemes is underway to ensure that the Council are able to meet the ongoing needs of residents with additional medical needs.
- 6.3.4 Following adoption of the Housing Asset Management Plan 2019-28, key policies and procedures are planned to be reviewed and implemented over the course of the year. The Asbestos Policy has been reviewed in line with the corporate policy, and procurement is underway to bring in a specialist contractor to routinely assess asbestos throughout the Council owned housing stock. Similar policies and procedures across several areas of compliance will be reviewed next year.
- 6.3.5 Full fibre broadband will be installed for use in council homes. We are working with Community Fibre and Open Reach to bring up to 1 GB broadband speeds

to residents across the borough. Community Fibre have started their infrastructure deployment in South Norwood at Sevenoaks and Tonbridge blocks and on the Regina Road Estate. They will next be surveying around South Norwood and Upper Norwood. Open Reach are currently surveying in Thornton Heath. The programme will also create apprenticeships, local employment, skills and training opportunities, and free Wi-Fi to a number of community sites.

- 6.3.6 A 'Croydon Standard' is being developed, based on resident priorities and contractor knowledge, to deliver benefits for residents, more standardised components and efficiencies. Firstly, work is underway with colleagues in Adult Social Care to review the standards in extra care housing. The Croydon Standard will be developed further for other tenure types over the coming year. In addition, it will consider changes to the Decent Homes Standard that are being suggested and legislation to implement the Hackitt Review recommendations.

6.4 Fire Safety

Croydon works programme

- 6.4.1 Since 2017 there has been an increased focus upon fire safety, particularly in buildings over 18m in height, and in health and safety compliance in general. All 25 of our high rise blocks of 10 or more storeys and one nine-storey sheltered housing block have now had sprinklers installed, 1,252 homes in all. To date 15 of these homes have not been accessible so far due to resident issues such as unavailability, but work is ongoing to secure access and complete the installation. London Fire Brigade endorsed and supported the installation programme. They inspected every property after installation to familiarize themselves with the arrangements.
- 6.4.2 Spend on the Sprinkler Programme, originally budgeted at £10m, has totalled £7,893,754 to November 2019 across the financial years 2017-18; 2018-19 and 2019-20. No government funding was made available despite ongoing correspondence between the Council and the MHCLG. The works have been funded partly from HRA revenue underspend and partly from slippage in other HRA planned maintenance and improvement (PMI) works. However, the full planned maintenance programme is being delivered. When the preparatory surveys flagged the need for other work such as asbestos removal or rewiring this was either done alongside the sprinkler installation or listed for programmed work.

Fire Risk Assessments

- 6.4.3 Comprehensive fire risk assessments have commenced across all high rise blocks, highlighting fire safety actions that are currently being remedied by our existing contractor partners. 757 fire risk assessments are required in blocks, all

of which have been completed. They are repeated on a cyclical basis. Contracts for two new fire risk assessor contractors went out just before Christmas following final Contract Commissioning Board approval.

- 6.4.4 Issues identified through fire risk assessments and London Fire Brigade visits, such as the upgrade of smoke detection systems, communal doors and flat front doors, and the installation of emergency lighting, are either under way, planned or proposed for future programmes of work. They are added to an issues log that will be monitored by the Compliance Manager.

Person Centred Risk Assessments

- 6.4.5 London Fire Brigade have asked for Person Centred Risk Assessments (PCRA) to be completed. Tenancy officers will be completing PCRA's at the time of their new tenant visits and during the tenancy audit visits. Careline are working through the sheltered schemes to update PCRA's. A Personal Emergency Evacuation Plan (PEEP) will be completed where an issue is highlighted from a PCRA.

Concord, Sycamore, Windsor Houses (temporary accommodation)

- 6.4.6 All flat entrance door frames replaced. Additional works to riser cupboard doors, laundry room and IT server room doors are due for completion on 17 January 2020.

Parchmore Road

- 6.4.7 Replacement of windows and spandrel panels to nine flats following a fire in the block.

Data collection on external wall systems on high rise blocks

- 6.4.8 We have a Fire Safety Board that meets regularly to consider issues concerning council and private properties. The Council is responsible for reporting data to government on the external wall systems on all blocks over 18 meters tall, both those owned by the council and privately owned blocks in the borough. A letter has been sent to building owners asking them to provide information on external wall systems to our Compliance Team who are coordinating the response. The Council is using selective licensing scheme data and working with the London Fire Brigade to ensure it has a full list of buildings over 18m.

London Councils fire safety developments

- 6.4.9 The Government has accepted the Hackitt review recommendations to improve building safety. Every block over 18 metres high will have to have a Building Safety Case. Camden Council estimate it will cost c. £40,000 per block to produce a Building Safety Case. A responsible competent person or body will need to be designated for each property.

6.4.10 London Councils Directors Fire Safety Steering Group has been looking at operational arrangements, including recruitment, retention and training of key fire safety staff (fire safety managers, surveyors, fire safety clerk of works, project managers and building control inspectors). It is also looking at what the Building Safety Manager role may look like. London councils are experiencing difficulty in recruiting and retaining staff in fire safety roles as there is a skills shortage. London Councils is developing a pan-London approach to address this issue. Examples of training initiatives:

- Kensington and Chelsea are looking to introduce fire safety apprenticeships
- Enfield are looking at cross training existing staff and introducing graduate sandwich training
- Camden have created an in-house team and expect training of these individuals to be complete in 18 months.

6.4.11 On 20 January 2020 and in the debate the following day the Government announced several measures to improve building safety:

- A new Building Safety Regulator, within the Health and Safety Executive, will oversee the design, construction and occupation of high-rise and higher risk buildings.
- A new [single advice note](#) consolidates all previous notes into one core document. The advice makes it clear that aluminium composite material (and other metal composite material cladding) with unmodified polyethylene filler (ACM Category 3) is now deemed unacceptable on residential buildings of any height and should be removed. There is no stated intention to extend local authorities' responsibility to report where ACM Category 3 is present in buildings under 18m in height. There is also no intention to provide funding for the remediation of buildings with ACM Category 3 that are less than 18m tall.
- The Government is minded to reduce the height requirements for sprinkler provision in new buildings from 18m to 11m, and will publish a proposal for consultation in February 2020.
- The Government is considering whether financial support can be provided for leaseholders facing largescale bills. Reference was made to low-cost or zero-interest loans.
- A [Consultation](#) seeks views on extending the current ban on combustible materials on the external wall systems of new buildings to buildings between 18-11m in height, as well as the building types covered, list of exemptions, attachments such as blinds, shutters and awnings, and a proposal to specifically ban the use of metal composite panels in and on the external walls of all buildings. The consultation closes on 13 April 2020.
- A [call for evidence](#) (open till 17 February) seeks views on how to assess and prioritise fire safety risks in existing buildings. We understand that the objective is to develop a risk based assessment so that building regulations covering fire safety matters can extend beyond height-based criteria.

- A Fire Safety Bill will bring external wall systems and flat front doors unambiguously within the scope of the Regulatory Reform (Fire Safety) Order 2005, requiring building owners to assess risk and take precautionary measures. It will make clear the enforcement powers that can be used locally by fire and rescue services against building owners who have not remediated ACM cladding.
- The Government will, from February 2020, name building owners who have not commenced remediation work.

6.5 Resident Involvement

- 6.5.1 We want tenants to be proud of their homes and feel that they are heard. There are many ways in which they can be involved, from the Tenant and Leaseholder Panel that focuses on broader housing issues affecting all council tenants and leaseholders, the Resident Involvement Group, Leaseholders Group, Sheltered Housing Panel, Housing Disability Panel and Housing Scrutiny Panel. Other ways include focus groups to consider a specific issue for a limited time, estate walkabouts, mystery shoppers and volunteer housing inspectors. Two new residents' groups were established last year. The Health & Safety Panel will ensure that any concerns raised by residents are addressed and it will enable the Council to involve residents in its proposals to enhance health & safety within their homes and estates. A Performance Monitoring Group is now receiving quarterly reports summarising the council's performance across all housing management services and benchmarking our services against similar landlords across London. This will enable residents to hold the service managers to account and make suggestions for service improvements. Both these groups have encouraged a number of new residents to get involved, representing a wider range of our residents across the borough.
- 6.5.2 Our quarterly publication, Open House, is sent all council tenants and leaseholders four times a year, and is supplemented by an online newsletter. This helps us to ensure they are kept up to date and able to have their say about their housing services. It promotes key housing initiatives, is a mechanism for consulting residents on proposed housing policy or strategy changes, and enables the Council to meet the regulatory requirement of ensuring that information and communication is appropriate to the diverse needs of its tenants.
- 6.5.3 The Council is developing the use of digital technology to reach a wider cross section of residents. Its Facebook page has over 1,000 Facebook followers. The Health & Safety Panel is hosted via an online Facebook group (in addition to face to face meetings). Tenant & Leaseholder Panel meetings are webcast from the Council's website. We are delivering a year-long project (funded by the LGA) to develop the digital skills of residents living in sheltered blocks in New Addington and Fieldway to improve access to online council services and resident engagement channels.

6.5.4 We are now regularly surveying our tenants to gauge their satisfaction with housing services and obtaining their ideas for service improvements. Quarterly reports are now being produced for both service managers and residents.

6.5.5 The Council worked with residents to produce an exhibition to celebrate 100 years of council housing. The exhibition is currently circulating the council's libraries and showcases the development of council housing in Croydon and some of the memories of existing and former council tenants.

6.6 Council homes renewal and regeneration

6.6.1 We will create new social and affordable homes through converting and extending existing buildings, replacing homes that are not cost effective and building on infill sites. We will also provide light, clean and safe communal spaces, designing solutions for anti-social behaviour and fly-tipping hotspots.

6.6.2 In 2019 we were successful in bidding for funding from the GLA's Homebuilding Capacity Fund to undertake a Suburban Housing Capacity Study, considering opportunities for adopting some of the principles from the recently adopted Croydon '[Suburban Design Guide](#)' (a supplementary planning document which seeks to stimulate greater home building potential in Croydon's suburbs by making more efficient use of sites) across the Council's housing stock.

6.6.3 We are committed to taking a best practice approach to any future estate regeneration and are learning from the guidance developed by the GLA and the experience of other London Councils regarding resident offers and estate ballots. We are preparing a policy framework to provide the evidence, criteria and guidance required to ensure that any future decision-making on council housing regeneration proposals is robust and transparent and ensures that any agreement to progress with estate regeneration is a decision taken in partnership with our residents.

7 PRIVATE SECTOR HOUSING

7.1 Overview

7.1.1 An estimated 58,500 homes in Croydon are rented from private landlords (36% of all homes in the borough, compared with 30% across London). Most landlords provide decent housing. However, 23.8% of tenants rent homes that are overcrowded, cold, damp, or put them at risk of tripping or falling. Overall, in 2018/19 we served 232 enforcement notices and 21 prohibition orders on landlords and imposed 16 financial penalties. Category 1 hazards (that pose a serious and immediate risk to the occupier's health and safety) were removed from 51 private rented homes as a direct result of action by the council. We work closely with London Fire Brigade and require landlords to resolve the most serious fire hazards within 24 hours.

7.2 Selective Licensing renewal

Current Selective Licensing Scheme

- 7.2.1 The current scheme began on the 1 October 2015 and will end on the 30 September 2020. So far more than 36,000 licences have been issued. This is remarkable given that the Government estimated that there were a maximum of 39,000 privately rented properties in Croydon. We now believe there are potentially 58,000 which is more than a third of all residential accommodation in the borough. Our data prediction indicates that around 48,000 of these would be licensable.
- 7.2.2 We are still receiving an average of 240 applications per month. This is because of all the new-build property for rent as well as the office conversions and landlords we are proactively pursuing. Despite this it is estimated that there may be more than 5,000 licensable properties which are currently not licensed which means that the landlords who have paid are subsidising those who refuse to pay.
- 7.2.3 A major drive is now on to identify landlords who have failed to apply for a licence and ensure that they apply and pay for one. When appropriate, enforcement proceedings will be taken.
- 7.2.4 As part of the enforcement of the current scheme:
- More than 11,000 properties have been inspected
 - 5 pending prosecutions for failing to licence
 - 22 Financial Penalty Notices (excluding those subject to appeal) for failing to licence
 - Over 1,000 improvement notices have been served specifying remedial action to remove hazards
 - 42 prohibition orders served preventing properties or parts of properties being used as residential accommodation as they were not suitable for occupation
 - Several warrants for unannounced entry which have resulted in the discovery of properties which were overcrowded and seriously deficient in terms of housing standards and fire precautions.

The New Selective Licensing Scheme

- 7.2.5 The new scheme requires Government approval which can only be given provided certain criteria are met. Our submission will be based on two criteria:
1. Following a review of housing conditions in the borough carried out under section 3(1) of the Housing Act 2004, we consider it would be appropriate for a significant number of properties to be inspected, with a view to determining whether any category 1 or category 2 hazards exist on the premises.

2. Some areas of the borough are experiencing significant and persistent problems caused by anti-social behaviour

7.2.6 In both cases we believe that making a designation will, when combined with other measures taken in the area by the Council either alone or in partnership with other agencies, result in substantial improvements in terms of housing conditions and anti-social behaviour.

7.2.7 As part of the application the Council must carry out a consultation process for a minimum of 10 weeks with all stakeholders including neighbouring boroughs. Cabinet authorised the consultation on 21 October 2019 and it began on 16 December 2019 and will end on 9 March 2020. The consultation was delayed by the General Election so government approval might not be issued before the current scheme ends.

7.3 Houses in Multiple Occupation (HMOs)

7.3.1 There may be up to 3,000 HMOs in Croydon. The Council undertakes a statutory role through its environmental health responsibilities to manage issues associated with HMOs in the borough and as a result of complaints through a dedicated HMO team. The team manage a licence register to record HMO properties in the borough. In March 2019 there were 719 properties with mandatory HMO licences in Croydon. Given the quantity of HMO properties in Croydon, the HMO team are under constant time and resourcing pressure, particularly to identify the estimated 1300 unlicensed HMOs in the borough or monitor and respond to complaints regarding these properties. We are supported by Community Safety Team with further enforcement against ASB and criminal activity associated with problematic HMOs.

7.3.2 The Council recognises that HMOs provide an option for low cost housing in the borough, but over the last 10 years over 900 family homes have been lost to conversion and to large HMOs. Owners are able to convert multi-bedroom properties to small HMOs under a permitted development right, which means they do not need planning consent. A small HMO is defined as the use of a dwelling house between three and six unrelated individuals as their only or main residence, who share basic amenities such as a kitchen or bathroom.

7.3.3 Croydon's Local Plan seeks to prevent the loss of family homes with three bedrooms to meet the borough's housing needs. However, the Local Plan does not remove the permitted development. The Council has therefore made a borough-wide direction pursuant to Article 4 (1) of the Town and Country Planning (General Permitted Development) (England) Order 2015, the effect of which is from 28 January 2020 to require owners to seek planning permission before converting dwellings into small HMOs.

7.3.4 The introduction of this borough-wide direction will:

- help to retain the three bedroom family homes and homes with a gross internal floor area of less than 130m² that the borough is currently losing to conversion
- ensure any new proposed small HMOs are compliant with other planning issues, such as the Council's bedroom space standards for HMOs and provision for adequate bin storage.

7.3.5 A process between Planning and Licensing is being finalised to ensure efficient enforcement from the implementation date of 28 January 2020. The measure is not retrospective.

7.4 Repairs to private homes

7.4.1 Our [home investment loans](#) help qualifying homeowners carry out essential repairs to remove hazards from their homes. The loans are means tested to ensure that those in the most need get the most help. The loan results in a local land charge being registered to the property which remains in force until the loan is repaid. [Home Repair Loans](#) help qualifying homeowners with small scale repair or improvement works. [Croydon Energy Loans](#) help them to improve their home's energy efficiency and assist vulnerable people who may be in fuel poverty. 134 owner-occupied and 67 private rented homes were improved through grants and loans in 2018/19.

7.5 Empty properties

7.5.1 1,870 homes in Croydon had been empty for more than six months as of 31 December 2019. (This is down from 2,070 as of 20 May – a reduction of 9.5% in a little over seven months.) The Empty Property Service encourages residents to report empty properties online, by telephone hotline or via the 'Don't Mess with Croydon' app. The Empty Property Officers have a combined caseload of 925 properties that have been prioritised to enable the officers to intervene as necessary with specific assistance as required. They can offer grants and loans to repair and renovate long-term empty properties. If grant funding is used to bring the property back into use then the Council is able to nominate future tenants for a minimum of five years. This can save £6,700 a year for each household no longer needing emergency housing. If an owner is non-cooperative the Empty Property Officers use enforcement powers where appropriate. The team acquired a property by Compulsory Purchase Order, which has since been sold.

7.6 Staying Put Service and adaptations

7.6.1 As our population ages and more people have restricted mobility we must ensure that people are able to live independently and in comfort in their own homes for as long as possible. Our [Staying Put Service](#) helps older, disabled and other vulnerable people who need advice and assistance to carry out repairs or adaptations to their homes. [Disabled Facilities Grants](#) (DFGs) are available for work in private or housing association properties that will help a disabled person remain in their home. 134 DFGs were completed in 2018/19

(and 69 in the first six months of 2019/20). We also provide major adaptations for council tenants who have a disability.

8. NEW HOMES

8.1 Overall development

8.1.1 Overall, in 2018/19 construction started on 2,752 homes, net of homes lost. 631 (23%) of these homes were affordable, including intermediate homes. 192 of these were for social or affordable rent only. Between 1.03.19 and 31.08.19, construction on 1,924 net homes started. 240 (12.5%) of these were affordable, including intermediate homes. 87 of these were for affordable or social rent only (5% of the total). It should be noted that some market homes are subsequently converted to affordable homes after planning permission has been granted, through purchase by the Council or a housing association.

8.1.2 Many developments are on small sites of fewer than 10 homes and are not subject to affordable homes targets under the Local Plan. The result is lower overall numbers of affordable homes. In 2018/19 26% of all new homes started were on small sites of less than 10 homes. Between 1.03.19 and 31.08.19 the figure was 39%. The Local plan review will look at options for addressing this issue.

8.1.3 Affordability continues to be an issue for young people in Croydon. Shared ownership can enable younger people to join the housing market. 15% of all new homes started in Croydon in 2018/19 are intermediate housing (mainly shared ownership) and more than a quarter of homes currently being built by Brick by Brick are for shared ownership. The sales team in the Brick By Brick shop in Central Croydon has experience with Help to Buy and Shared Ownership and can advise customers on low-cost home ownership. First time buyers and home movers are both eligible for a Help to Buy Equity Loan, where the government lends up to 40% of the cost of a new build home and the buyer must provide a minimum 5% cash deposit upfront. No loan fee is charged for the first five years. Forthcoming community-led housing projects will also provide opportunities for creating homes in Croydon that are affordable in perpetuity, including homes to buy. In addition, 'Build to rent' homes being developed across Croydon will broaden the spectrum of homes younger people are able to access. The development of an evidence-based Croydon-specific definition of affordable housing will help us to plan for a range of housing tenures and types that meet the needs of Croydon residents at rents and prices to suit a range of local incomes.

8.2 Brick by Brick

8.2.1 Brick by Brick, the Council's wholly-owned housing company, provides the Council with a commercial and adaptable way to build new affordable housing

ourselves on council owned land. By selling 50% of homes at market prices the profits from the sales can be used to fund homes for people to part-buy or rent at affordable rents. Between them, these schemes offer a mix of private sale, shared ownership, and affordable rent homes, with a significant proportion of reservations coming from residents of Croydon.

8.2.2 Brick By Brick has started handing over its first completed schemes. The first completions are at Auckland Rise & Sylvan Hill in Upper Norwood. In Flora Court in Thornton Heath [three council homes were let](#) in December 2019 to people on the housing register and 24 shared ownership homes will be completed in early 2020. Houses at Ravensdale & Rushden in Upper Norwood, and Windmill Place in Old Coulsdon, are almost 100% reserved and are also close to handover. Table 5 sets out Brick by Brick schemes, total units, affordable units and estimated project completions. Overall 47% of homes will be affordable.

Table 5: Brick by Brick schemes

Scheme	Total Units	Affordable Units	% Affordable	Estimated PC^[1]
Auckland Rise	57	19	33%	Q4 19/20
Cheriton House (Flora Court)	27	27	100%	Q4 19/20
Homefield House (Windmill Place)	24	0	0%	Q4 19/20
Kingsdown Avenue	34	6	18%	Q1 20/21
Malton House	9	5	56%	Q1 20/21
Marston Way	12	0	0%	Q1 20/21
Northbrook Road	11	0	0%	Q1 20/21
Ravensdale (Ravensdale Gardens & Rushden Close)	31	0	0%	Q1 20/21
Regina Road	19	19	100%	Q3 21/22
Tollers Lane	40	18	45%	Q3 20/21
Academy Gardens	9	0	0%	Q2 21/22
Chertsey Crescent	7	7	100%	Q1 20/21
Coldharbour	8	8	100%	Q1 21/22
St Ann's and Drummond Rd	28	0	0%	Q1 20/21
Eagle Hill	8	0	0%	Q1 21/22
Heathfield Gardens	20	0	0%	Q1 20/21
Hermitage Gardens (Faithful Court)	9	0	0%	Q4 19/20
King Henry's Drive	7	7	100%	Q1 21/22
Longheath Avenue	53	53	100%	Q4 20/21
Oxford Road	9	0	0%	Q1 20/21
Station Road (Pump House)	14	0	0%	Q4 19/20
Thorneloe	10	0	0%	Q3 20/21
Tollgate	42	15	36%	Q1 20/21

^[1] Date is for completion of entire scheme and does not take into account phased completion and handover of individual buildings within schemes which may have happened earlier.

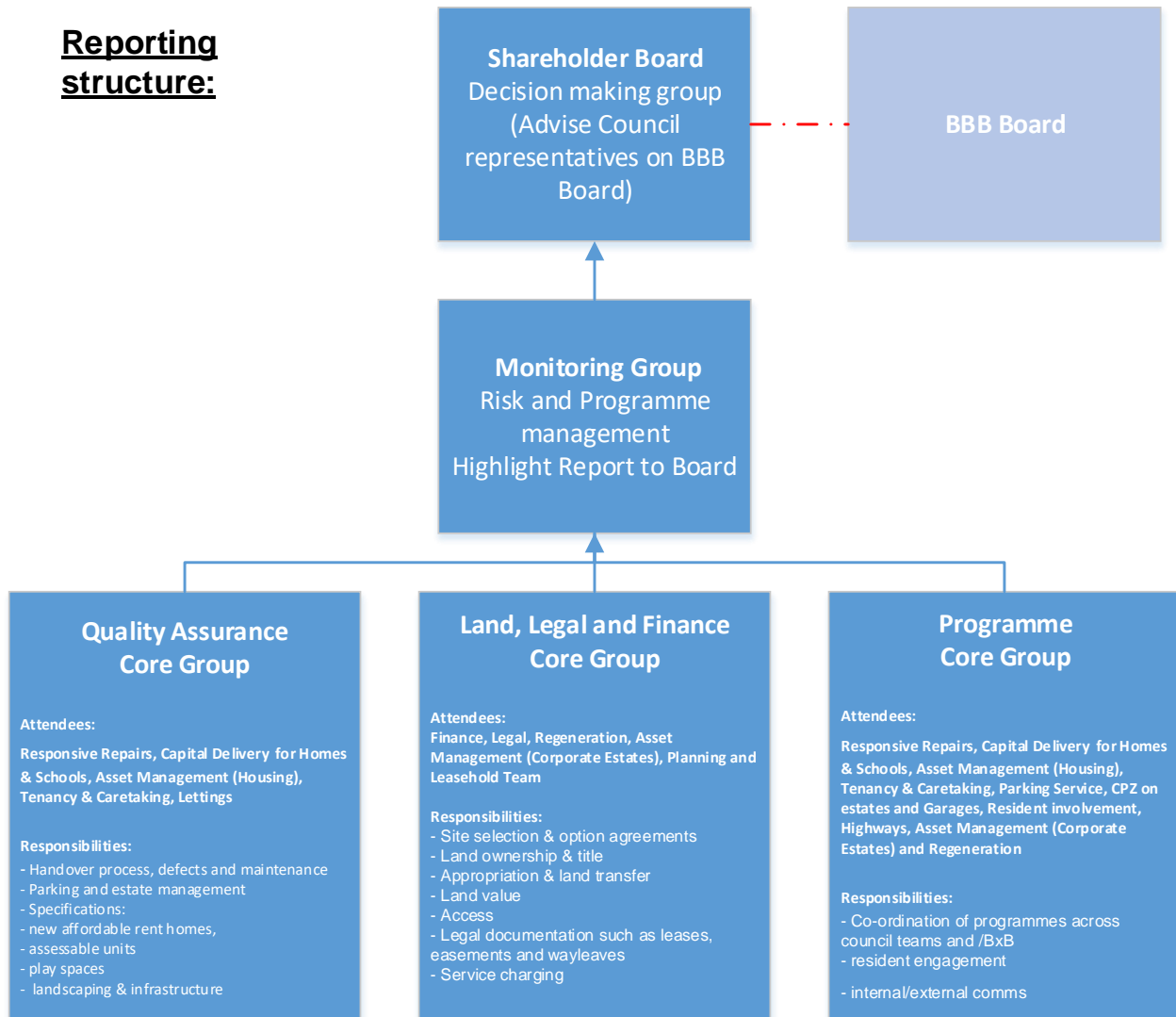
Uvedale Crescent	6	6	100%	Q1 20/21
Warbank Crescent	36	36	100%	Q3 20/21
Avenue Road	12	7	58%	Q1 21/22
Coombe Road	9	0	0%	Q4 20/21
Coulsdon Community Centre	33	16	48%	Q4 22/23
CALAT	0	0	0%	Q3 21/22
Queens Road (Ashby Walk)	9	0	0%	Q2 21/22
Queens Road (Tirrell Road)	9	9	100%	Q2 21/22
Queens Road (Windmill Road)	6	6	100%	Q2 21/22
Shrublands	26	26	100%	Q3 21/22
Warminster	6	0	0%	Q4 20/21
Lion Green Road	157	79	50%	Q4 21/22
Wandle Road Car Park	128	60	47%	Q3 21/22
Belgrave & Grosvenor	102	50	49%	Q3 21/22
Sanderstead Car Park	14	4	14%	Q2 21/22
Tamworth Road	8	0	0%	Q3 21/22
Arkell Grove	9	9	100%	Q3 21/22
Bedwardine Road	22	16	73%	Q3 21/22
Kennelwood Close	6	5	100%	Q3 21/22

Governance

8.2.3 The Council and Brick by Brick have set-up a stringent governance structure to ensure the successful delivery of homes, play spaces, landscaping and infrastructure on council land and estates (see Table 6). There are three core groups: Quality Assurance; Land, Legal and Finance; and Programme. Core group members include directors, heads of service and technical experts. These groups report and escalate issues to the Monitoring Group, members of which include the Cabinet Member for Homes and Gateway Services, the Council's Executive Leadership Team and the Chief Executive of Brick by Brick. This group reports to the Shareholder Board (of which the Cabinet Member for Homes and Gateway Services is a member), the decision-making group that advises the Council's representatives on the Brick by Brick Board.

Table 6: Brick by Brick Reporting Structure

Reporting structure:



Quality Control and Handover

8.2.4 The Quality Assurance Core Group is responsible for ensuring that the end result of a project/programme is consistent with implementation designs and infrastructure that were made in the planning phase for affordable rent homes. It also ensures that Brick by Brick has adhered to the guidelines set-out by the Council for these specifications.

1. Handover process, warranty management, defects and maintenance
2. Parking and estate management
3. Full sight of and sign off on all design specifications and components for new affordable rent homes, landscaping and infrastructure
4. Mitigating against any escalating costs to meet the necessary lifecycle, repairs and maintenance requirements of properties, and ensure the Council's contractors are able to deliver the necessary repairs and maintenance.

8.2.5 The Council has implemented a process for the handover of buildings from Brick by Brick, with templates for document/record information and building manuals, timetables for receiving information, site visits/demos and property

sign offs.

8.2.6 Brick By Brick has started a series of public consultations on new sites across the borough, holding community events to share ideas before they go to planning in 2020. In New Addington and Fieldway a deeper level of resident involvement in the design process is being offered, with the aim of delivering homes that meet the needs of local residents even more closely. This is a joint initiative being trialled by Brick By Brick and Croydon Council, and the intention is to introduce the approach across the wider pipeline as it develops.

8.2.7 Brick By Brick has recently announced that they have been awarded £1.9m of additional funding from the GLA to help with the additional challenges that small sites present. This funding will help Brick By Brick progress with its ambitious pipeline of sites, delivering more well-designed homes for Croydon, and a return to its sole shareholder, Croydon Council.

8.3 Community-led housing

8.3.1 The Council is piloting the development of community-led housing (CLH) in Croydon by offering small council-owned sites for resident-led schemes that produce 100% affordable housing. [Crystal Palace Community Land Trust](#) was chosen to develop homes on the first site at the Lawns in Upper Norwood with support from Brick By Brick. The combined teams are now working towards a planning application. The Council will be a supporting partner throughout the process helping to ensure the views of existing residents are heard. Another site on Shrublands Estate will be now be offered. To support the Council's community engagement in Shrublands, New-Practice, an architecture practice that is an engagement specialist, was commissioned in October. A workshop on 14 November brought together colleagues from Housing Assets, Regeneration Team, Brick By Brick, Tenancy & Caretaking and Resident Involvement). A detailed programme has been developed for the following three months in order to ensure the Shrublands community is genuinely listened to and can meaningfully shape the changes in their local built environment. These include: a dedicated [website](#), flyers, walkabouts with residents, interviews with local stakeholders and a community conference.

8.4 Croydon Affordable Housing

8.4.1 Placing homeless families in temporary accommodation is costly for the Council and unaffordable for families. Croydon Affordable Housing LLP (CAH), a charity set up by the Council, moves families out of B&B hotels and into genuinely affordable local homes. CAH has used council Right to Buy (RTB) receipts to buy 254 2-3 bedroom homes. The Council keeps the freehold and receives income from CAH. Homes are let for up to three years at Local Housing Allowance (LHA) rent levels so that people on welfare benefits can afford them. As these tenants will not have the right to buy these homes, we will be able to build up the number of homes we can let at affordable rents to local families.

Legal & General has invested £44.6m for 167 new homes for homeless families to be leased by the Council for 40 years before they become council property. This has saved the Council £20m in borrowing costs.

8.5 Taberner House site

8.5.1 The Taberner House redevelopment consists of the erection of four buildings ranging in height from 13 to 35 storeys comprising 514 residential units and commercial space at ground floor level. The 2017 planning permission secured a minimum 35% of units as affordable accommodation, with 50.2% of the provision now proposed as homes for affordable rent.

8.5.2 Croydon Affordable Homes will be granted a 250 year lease for Block 2, to be named Crocus House, with 90 affordable rent homes which will go to families on the Council's housing register. It will be completed in May 2021. L&Q will be acquiring Blocks 3 and 4, taking the number of affordable homes to over 50%.

8.6 Croydon Local Plan Review

8.6.1 A [Local Plan Review](#) is under way to update the vision and strategy for Croydon's growth up to 2039 and set out how the Council will continue to deliver much-needed new homes, jobs and community facilities. It will consider how these new homes must be delivered within the context of successful neighbourhoods, with appropriate associated transport, economic and social infrastructure. The consultation on issues and options which is based around three spatial strategies, sites and planning policies necessary to meet these needs, ran from 8 November 2019 until 13 January 2020.

9 CHANGES TO SENIOR MANAGEMENT STRUCTURE

9.1 The Council is changing how it manages demand and operates with fewer resources. Services and, by consequence, structures are therefore being redesigned.

9.2 A restructure of senior management is under way, in response to duplication of service activity in some areas and opportunity to bring like activity together to be more efficient. There is a need to reshape some of the senior structure to reflect the Council's operating principles more effectively.

9.3 In terms of the new management structure, the framework has been defined by the following core principles:

- Bringing housing delivery services together
- Bringing regeneration and employment activity together to drive ambitions around inclusive growth.
- Bringing asset management together

The new structure as it impacts on Cllr Butler's portfolio

9.4 The number of executive directors (EDs) is reduced from five to four with the

deletion of the post of ED of Gateway, Strategy and Engagement. The Director of Gateway and the Director of Housing Needs & Solutions will report to the ED of Health, Wellbeing & Adults.

- 9.5 The regeneration, employment and growth functions will be bought together under one Director and report to the ED of Place. Table 7 summarises the changes

Table 7: Summary of changes agreed so far:

Role	Managed by	Action
Executive Director (ED) - Gateway Strategy and Engagement	Chief Executive	Executive Director role deleted
Director of Gateway	ED Gateway Strategy and Engagement	Transfer to Health, Wellbeing & Adults
Director of Housing	ED Gateway Strategy and Engagement	Transfer to Health, Wellbeing & Adults
Director of Policy	ED Gateway Strategy and Engagement	Transfer to Resources
Director of Facilities	ED Place	Expanded role created: Director of Homes and Social Investment. Transfer to Place
Head of Communications	ED Gateway Strategy and Engagement	Transfer to Resources
Director of Council Homes, Districts and Regeneration	ED Place	Role deleted. To be replaced by new role of Director of Regeneration, Employment and Growth
Director of Economic Growth	ED Place	Role deleted. To be replaced by new role of Director of Regeneration, Employment and Growth
Director of Growth (vacant)	ED Place	Role deleted

- 9.6 The net revenue saving of these proposals is c £350,000; however, some investment will be required short term to support the programme and will be funded through transformation funding, which would otherwise be spent on external consultants.

Changes to the Housing Assessment and Solutions Directorate

- 9.7 The context of the restructure is extremely challenging pressures relating to housing, poverty, demographic and other changes locally, regionally and nationally including the following:

- a housing crisis in London and the South East stemming from a chronic shortage of affordable homes, the affordability of market housing and the condition and security found in private rented accommodation.
- the implications of welfare reform, with its links to homelessness and poverty and its impact on finding sustainable solutions.
- budget pressures and austerity with the impact on public services generally and on the community services that help prevent homelessness and keep people in sustainable homes and communities
- increasingly complex needs presented by vulnerable people accessing housing support

9.8 The changes will:

- reduce 4.6 FTE to 3 new Heads of Service, saving c £129,000 per year
- the transfer of 1.4 Heads of Service into the directorate
- leave teams intact (lift & shift) to minimise disruption, so new Heads of Service can review and reshape.

9.9 Effective from 1 January 2020 the heads of service reporting to the Director of Housing Assessment and Solutions are:

- Head of Homelessness and Housing Needs
- Head of Temporary Accommodation and Service Development.
- Head of Income, Lettings & Home Ownership & Renewal
- Head of Tenancy & Caretaking
- Head of Strategic Projects (Growth and Housing) (Interim role, 0.4 time share with Place).

10 HOUSING STRATEGY PRIORITIES AND WORK STREAMS

10.1 The following priorities were agreed by Cabinet on 20 October 2019. The strategy will be developed in 2020 through engagement with partners and internal and external stakeholders.

New Homes in Great Places - we will:

1. Increase the supply of genuinely affordable homes that Croydon residents can afford to rent or buy.
2. Plan for new homes within sustainable neighbourhoods, where people want to live, work and socialise

Good quality Homes - we will:

3. Improve council homes in estates and neighbourhoods that residents are proud to call their home

4. Improve private rented homes
5. Help with repairs to private homes for those who need it most
6. Bring empty homes back into use

Better Access to Homes and Independent Living - we will:

7. Make better use of existing social (council and housing association) homes
8. Increase the supply of temporary and permanent housing for those without a home
9. Enable people to rent decent homes in the private sector
10. Enable people to gain and maintain their independence in their home
11. Prevent and relieve homelessness, and reduce rough sleeping in Croydon

10.2 The current work programme includes the following work streams:

10.2.1 Update borough-wide housing needs assessment for the Local Plan

Review to ensure population trends and associated housing needs are reflected in it, plans are in place for sufficient physical and social infrastructure in neighbourhoods to accompany new housing development, and new and refurbished homes meet excellent standards for environmental sustainability.

10.2.2 Develop an evidence-based Croydon-specific definition of affordable

housing to plan for a range of housing tenures and types that meet the needs of Croydon residents at rents and prices to suit a range of local incomes.

10.2.3 Better planning for affordable housing in development and engagement

with Registered Providers to develop joint approaches for creating new housing supply, such as shared land assembly and regeneration.

10.2.4 Investment criteria and housing supply briefs for the Council's capital

investment in new homes and purchase of existing homes, and for partners developing affordable housing (including supported living, extra care and wheelchair accessible homes).

10.2.5 Investigate new ways of developing new council homes, including

consideration of conversions, extensions and refurbishment to achieve improved energy efficiency and increased standards for residents, and clear guidelines for the consideration of emerging estate regeneration opportunities.

10.2.6 Encouraging downsizing through improvements to incentives and housing options for households' significantly under-occupying family homes, both in the

social and private sector, with alternative housing that genuinely meets downsizing residents' needs.

10.2.7 **Accessible homes policy review** to inform potential amendments to planning policy in relation to wheelchair design and specification requirements and tenure mix as part of new developments and agree a protocol with RPs to improve the allocation and letting of such properties.

10.2.8 **Housing and income dashboard and a borough-wide housing supply review** of the private rented sector and the Council's emergency and temporary accommodation (ETA) portfolio, to shape proposals for investment, incentives and/or partnerships with private providers to best meet our need for ETA.

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APPENDICES: Appendix 1 Report on A HOUSING AND HOMELESSNESS STRATEGY FOR CROYDON to the Streets, Environment and Homes Scrutiny Sub-Committee, 17 December 2019

BACKGROUND DOCUMENTS: None



Our Homelessness and Rough Sleeping Prevention Strategy for Croydon 2019-22

Foreword: Deputy Leader and Cabinet Member for Homes and Regeneration¹

DRAFT

¹ [https://issuu.com/martinhuxley/docs/croydon_manifesto - full version_pa](https://issuu.com/martinhuxley/docs/croydon_manifesto_-_full_version_pa)

We have set out our ambitions for Croydon over the next two years, and key amongst them is creating a borough that is a place to call home. We have worked hard to make this true for as many people in Croydon as possible by: setting up Brick by Brick that will deliver more than 2,000 truly affordable homes in Croydon; setting up the boroughs first Landlord Licensing Scheme to protect private tenants; bringing 379 empty homes back into use; creating the Gateway Service; securing £1.4m in government funding to tackle rough sleeping; and introducing Choice Based Lettings.

We believe a place to call home is a fundamental right, but for many an affordable, safe and secure home is beyond their reach.

The government recognises our housing market is broken, that the supply of new homes does not meet demand, and that consequently house prices and rents are too high. They have woken up to the part that local authorities can play to mend it by lifting the borrowing cap, but we feel they have acted too late for many, and levels of homelessness in the borough show that.

We have around 2000 families and individuals living in temporary housing waiting to start their lives again having been made homeless. There are around 15 people sleeping rough on Croydon's streets every night, and we know that this this is unacceptable in the UK today. Croydon is developing a partnership with Crisis to prove that, with the right reforms and resources, homelessness can be brought to an end in Croydon in 10 years.

Alignment to our other strategies and plans

This is a short term strategy that will lay the foundations for our future 10 year ambitions that we will develop with Crisis. It sets out our priorities for preventing homelessness over the next three years (2019-2022) to make a real change in Croydon. Over the next three years we will:

- Build 2,000 homes for Croydon residents
- Extend the Landlord Licensing Scheme after first 5 years
- Buy 250 homes for families in need to be let at truly affordable rents

- Develop a strategic partnership with Crisis to develop our 10 year strategy to end homelessness
 - Pilot a Housing First approach to get our most vulnerable rough sleepers off the streets
 - Build on our Social Lettings Agency pilot to deliver a full

Cllr Alison Butler

Deputy Leader and

Cabinet Member for Homes and Gateway Services

service



Local authorities are required to publish a homelessness prevention strategy under the Homelessness Act 2002. A new strategy should be published every five years. Local authorities are required to engage with public and local

authorities, voluntary organisations and other people and organisations considered appropriate when adopting or modifying their homelessness strategy.

When developing a new homelessness strategy, the local authority should carry out a review of homelessness in its district. The purpose of the review is to establish the extent of homelessness in the area, identify future trends and any gaps in the services currently being provided. We carried out a review in the autumn of 2018, and a summary of the findings is provided in the next section of the strategy.

There is also a requirement (under the Localism Act) to make sure the Council's existing Tenancy Strategy and Housing Allocations Policy do not contradict any new Homelessness Strategy. Our new Homelessness Strategy has been designed to align with our current Housing Allocations scheme, and our intention to amend our Tenancy Strategy to reinstate the use of lifetime secure tenancies for council homes.

The strategy has also been developed to align with and support Croydon's wider strategies and plans, including Croydon's Community Strategy which is the overarching strategy for the borough, Ambitious for Croydon and our Corporate Plan.



Delivery and partnerships

Early intervention and prevention

A theme running through this strategy is a desire to explore how we can do things differently, gain a better understanding of the factors that put people at risk of homelessness, and intervene as early as possible.

We have also embedded an early intervention, preventative and collaborative approach throughout this strategy to ensure our services are in line with the supportive, enabling and advisory model set out in Croydon's Corporate Plan.

Evidence based and locally designed

Fundamental to this early intervention approach is using evidence to target services to the localities where they are needed most. Equally as important is working with local organisations ('assets') that our residents trust to ensure there is ready 'take-up' of the services offered, and no stigma about

hand-outs or charity. The focus of these services is to enable residents to sustain their accommodation, employment, maintain their caring responsibilities, and provide a reasonable family life.

Co-designed services

Public services are often designed and commissioned in a way that meets the bureaucratic needs of organisations, and not the people that use them. Very often, these services can be improved by asking for the input of people with experience of the kinds of disadvantage that led them to require the service in the first place – often called co-design. We will make sure our residents influence the design and delivery of our services, that they are focused on what needs to be achieved, and that they build trust and positive relationships between our residents and our local services.

Collaborative governance

We need to work together effectively to prevent homelessness in Croydon. The economic and housing market factors that contribute to homelessness, place a strain on family and other relationships, and act on individual issues (in many cases multiple and complex issues including mental and physical health and addiction. Strained relationships are more vulnerable to crisis and breakdown, and for many to the loss of accommodation. There is also the issue of domestic violence, families being hostile to LGBT members of the

family as well as the additional vulnerability of people who are care leavers.

We want to make sure that rather than services being delivered from ‘siloes’, they are delivered through a collaborative multi-agency approach with different partnerships championing and driving forward specific aspects of the strategy. Croydon’s Health and Wellbeing Board will take the lead on the many health related impacts of homelessness that are within its existing strategic priorities. The Health and Wellbeing Board will receive a report on a regular basis reporting on progress and have the opportunity to be involved in an evolving homelessness and rough sleeping strategy.

We will explore developing a homelessness reduction board, to bolster local accountability arrangements. Croydon has excellent examples of collaborative working and integrated approaches, but the local delivery landscape is complex, with a number of agencies and bodies with different priorities and funding constraints operating under a variety of accountability arrangements.



Key statistics 2017/2018 (infographic)

Drivers	Market factors	Impacts	Achievements
Croydon has 2 nd largest borough population in London	Croydon has only 12 th largest council housing stock in London	Croydon makes on average 2,000 homeless decisions every year.	2,400 households prevented from becoming homeless
2,164 new households forming per year over next 20 years	1,368 additional dwellings per year on average have been added to the overall housing stock over last 10 years	In 2017/18 Croydon prevented 2,155 families and individuals from becoming homeless.	15,000 people have received budgeting support
Croydon has youngest population in London	Average house prices are over 10 times average salaries in Croydon	2005 homeless households	4,700 people improved digital skills
Croydon has 41 LSOAs in the 20% most deprived areas in England	Average rents between £80 and £223 per month higher than LHA rates	31 People sleep rough in Croydon on a typical night (2017)	33 volunteers from LBC and external and 4 outreach workers completed Statutory rough Sleeping count from midnight – 5am
1 in 5 households living in poverty (DWP)	(ASHE) 2017 shows median earnings for people working full time living in Croydon IS £33,821	5,052 households are registered on Croydon's Housing Waiting List	Cost of emergency accommodation reduced by £2m

Key statistics 2018/2019(latest figures post statutory review)

Drivers	Market factors	Impacts	Achievements
Croydon has 2 nd largest borough population in London	Croydon has only 12 th largest council housing stock in London	Croydon makes on average 2,000 homeless decisions every year.	2,400 households prevented from becoming homeless
2,164 new households forming per year over next 20 years	1,368 additional dwellings per year on average have been added to the overall housing stock over last 10 years	In 2018/19 Croydon prevented 3049 families and individuals from becoming homeless.	14,685 people have received budgeting support
Croydon has youngest population in London	Average house prices are over 10 times average salaries in Croydon	3100 homeless households	4,900 people improved digital skills
Croydon has 41 LSOAs in the 20% most deprived areas in England	Average rents between £80 and £223 per month higher than LHA rates	15 People sleep rough in Croydon on a typical night (2018)	35 volunteers from LBC and external and 5 outreach workers completed Statutory rough Sleeping count from midnight – 4am
1 in 5 households living in poverty (DWP)	(ASHE) 2017 shows median earnings for people working full time living in Croydon IS £33,821	5,871 households are registered on Croydon’s Housing Waiting List	Cost of emergency accommodation reduced by £2m

How do we define homelessness

Defining homelessness

In drafting this strategy, a number of reports have been particularly informative and helpful. The first being The Homelessness Monitor commissioned and funded by Crisis and the Joseph Rowntree Foundation². The other is the UK Housing Review published by the Chartered Institute of Housing³. Both reports have helped shape our recent homelessness review and suggested areas of investigation. We have deliberately used a wide definition of homelessness similar to that used in the Homelessness Monitor which includes:

- People sleeping rough
- Single homeless people living in shelters, hostels, and supported accommodation
- Statutory homeless households
- People that can be described as "hidden homelessness" (i.e. people who are squatting, living in severely overcrowded accommodation and concealed households).

Core homelessness

Crisis have also produced a definition of what it means by "ending [core] homelessness" in its plan "Everybody in – How

² <https://www.crisis.org.uk/ending-homelessness/homelessness-knowledge-hub/homelessness-monitor/>

³ <https://www.ukhousingreview.org.uk/>

to end Homelessness in Great Britain"⁴ which will also help shape the priorities to be set out in our new strategy. The definition of ending homelessness is:

- No one sleeping rough
- No one forced to live in transient or dangerous accommodation, such as tents, squats and non-residential buildings
- No one living in emergency accommodation such as shelters and hostels without a plan for rapid rehousing into affordable, secure and decent accommodation
- No one homeless as a result of leaving a state institution such as a prison or the care system
- Everyone at immediate risk of homelessness gets the help that prevents it happening

Another related issue this strategy seeks to address is the availability of suitable emergency accommodation, or settled accommodation for residents once they have completed a period of treatment, care, or a residential stay in supported accommodation or an institution (such as a prison or hospital). We want to prevent vital health and care being blocked' for the want of effective, coordinated 'move-on provision

⁴ <https://www.crisis.org.uk/ending-homelessness/the-plan-to-end-homelessness-full-version/executive-summary/>

Our Homelessness Review findings

Levels of homelessness

Our homelessness review has provided a wealth of information about levels of homelessness, and where they might be over the next 5 years. In summary the key issues points of the review are:

Homelessness demand: the number of people approaching the council for assistance has been consistently at around 4,000, and more approach local advice services and community groups looking for help. In the last couple of years, however, we have changed our approach and put more resources into preventing homelessness, helping more than 2,000 people at risk of losing their homes in 2017/18 and 2,100 in 2018/2019. We need to work more closely together to identify households that are starting to experience problems, before they deteriorate into crisis

Causes of homelessness: losing a private rented tenancy is the most common cause of homeless (and has been for a number of years), followed by someone's parents or relatives not being able to continue to accommodate them, and domestic violence.

Temporary accommodation: The Council has reduced the number of people housed in temporary accommodation, and significantly those in housed emergency accommodation), however, there are still over 3,000 homeless children living in temporary accommodation in Croydon and there is much more to do.

Rough sleeping: In 2018/19, we were aware of 274 people sleeping rough in Croydon, of which only 27 had returned to the streets having slept rough previously. The annual statutory count identified that we had 15 people sleeping rough in Croydon on a typical night (November 2018).

Underlying drivers of homelessness

The underlying factors driving homelessness and rough sleeping include:

Poverty: Croydon residents earn less, and are employed in less well paid occupations than other parts of London⁵. Welfare reform has reduced the support families and individuals receive to meet their housing and other vital needs. Residents experiencing financial difficulties in and out of work has been increasing leading to additional demands being placed on foodbanks. Local Housing allowance has fallen far behind market rents. Universal Credit and other welfare reforms are associated with homelessness and poverty, and it hampers finding sustainable solutions. London's share of Discretionary Housing Payment has reduced⁶. Young people are significantly disadvantaged by welfare reform and housing benefit provision.

The housing supply crisis: Croydon's population is the largest in London and is growing. A growing population increases housing demand and need. There will be nearly 2,500 new households forming in the borough each year over the next 20 years. The draft London Plan expects Croydon to

⁵ Further details in the review and ASHE, NOMIS data, IMD 2015

⁶ See Joseph Rowntree Foundation

meet an annual housing target of more than 2,900 new homes per year. Housing supply will need to double to keep up with demand. The failure to build in sufficient volumes over the past 30 years has led to an overall shortage of housing, including affordable housing in Croydon.

Housing affordability: Average house prices are over 10 times average incomes. Changes to and freezing housing benefit rates until 2020, and the introduction of Universal Credit have made it harder for people to afford private rented homes even with benefit help. Young people are particularly disadvantaged.

Austerity: Deficit reduction and the government's austerity policies have had an impact on public services generally, and in particular on the community services that help prevent homelessness. In particular this has affected housing support, hostels, specialist provision including mental health and drug and alcohol services, floating support.

Multiple needs: Increasingly complex needs presented by vulnerable people accessing housing support. Most support providers tell us that they are catering to people with more complex and multiple needs than previously.

EEA and other migrants: The complex rules affecting non UK nationals that are homeless or sleeping rough, and the limits to how public services can assist. Over 60% of the increase in rough sleeping in London is from non UK nationals. Since 2014 this group have limited access to public services including benefits and housing and many EEA/other

migrants have multiple needs further adding to the complexity of finding solutions for this group.

A profile of homelessness

Unsurprisingly homelessness is most likely to affect those individuals and families that are in low paid, insecure employment, or are out of work, or who struggle to secure employment due to caring/parental responsibilities. It also affects those whose vulnerabilities make it difficult/impossible for them to provide for themselves through market employment and housing. The key points are:

- **Gender:** More than 6 out of ten of homeless applicants are single females
- **Children:** More than 8 out of ten households applying as homeless have dependent children
- **Age:** Homeless households also tend to be younger than the general population, with more than half of applicants being aged between 25 and 44
- **Ethnicity:** Black households tend to be overrepresented among homeless households. In Croydon, 46% of homeless households are of Black ethnic background (compared to 20.2% of the general population on census day 2011)
- **Rough sleepers gender/age:** In contrast rough sleepers tend to be male (more than 7 out of 10), but again younger than the general population

- **Additional needs:** The majority of rough sleepers (6 out of 10) have additional needs (including substance misuse or mental health problems)
- **Institutional history:** More than half of rough sleepers have an institutional history, having spent time in care, prison or in the armed forces)

National and regional homelessness policy

Government policy on homelessness has increased in priority and prominence in recent years. The government published its national Rough Sleeping Strategy in 2018 which aims to end rough sleeping entirely by 2027. The Homelessness Reduction Act also came into force 01/04/2018, and introduced two new duties - the Prevention duty and the Relief duty - to the existing homelessness legislation further raising the Homelessness agenda.

The Government pledged to allocate £100m by 2027 to deliver initiatives that will help to stop people becoming homeless, provide rapid rehousing, and provide support to help people find work and live independently. Croydon secured funding from the Homelessness 'Trailblazers' Prevention Programme, the government's Rough Sleeping Initiative Fund and Rapid Rehousing Pathway.

Using this funding we have prevented people from becoming homeless through developing targeted approaches and reduced rough sleeping in Croydon. Croydon will continue to prevent residents from becoming homeless using targeted early intervention and prevention techniques. It will develop a 24/7 direct access hub for rough sleepers in the borough, and

support CRZero to achieve its aim of ending entrenched rough sleeping.

In London the Mayor has set out a range of 'asks' of central government to expand and improve the currently inadequate provision to tackle rough sleeping in the capital effectively. These include additional resources for improved outreach, monitoring and recording through CHAIN, accommodation and support services.

Crisis recently published a long term plan to end homelessness in Great Britain. It sets out the costs and policy changes required to achieve this outcome. They advocate a swift process for identifying people sleeping rough, and providing short-term help for those that can be moved into secure decent housing (such as assistance with a deposit and rent in advance) and longer-term support for more vulnerable people with complex needs through approaches such as Housing First. The plan also makes a number of policy recommendations including: calling for over 100,000 new social homes per year; imposing a wider duty on public bodies across Great Britain to prevent homelessness (not just refer); and, enabling everyone to access help and abolishing 'priority need' in England and Wales. Croydon will over the next year partner with Crisis to drive forward a joint plan to end core homelessness

What do we want to achieve

We want to end core homelessness in Croydon by 2029

What we are going to do:

We will make a commitment to end homelessness

- The Council will actively support the government's policy objectives to end homelessness and rough sleeping and lobby to maintain appropriate levels of funding
- The Council will support the Mayor and others in their calls for additional funding for prevention, accommodation and support services in London
- The Council will partner with Crisis to deliver a long-term plan to end core homelessness in Croydon

Key measures of success

- Reduced numbers of people sleeping rough in Croydon
- Reduced numbers of people living in shelters, hostels and emergency accommodation

Engagement and early intervention

What do we want to achieve

We want more people to know about, use and rely on Croydon's public and voluntary sector services to help them avoid crisis.

What is happening now?

We know that people's journeys into homelessness are different, and that they provide different opportunities to intervene. Public and voluntary sector services collect a lot of data, and know a lot about individuals and families that could be at risk of homelessness (e.g. the Council, DWP, advice services, and the voluntary sector). However, at the moment these different services operate in isolation, are often unaware of the work others are engaged in, duplicate each other, and fail to coordinate and target services to those that need it most. The council also commissions housing advice and mediation services to help prevent homelessness and resolve issues before they reach crisis.

Gateway and Welfare: The welfare reforms introduced in 2013, and the roll-out of Universal Credit forced Croydon to adopt a different approach to assist the 16,000 residents affected. Our Gateway and Welfare service is designed to respond to whole family needs including income, employment, skills/training and housing needs. It enables families and individuals to find sustainable solutions, collaborates across services to avoid duplication, and supports residents to take control and overcome the challenges they face.

It uses business intelligence to target areas with high levels of debt, Universal Credit claimants and deprivation, identifies areas isolated from the Town Centre, and provides services that respond to specific local needs.

A key part of Gateway's prevention approach is providing opportunities to access employment. Croydon has incredible potential for growth given its location and connectivity. We need to ensure our local working population possesses the required skills and qualifications that employers in higher value sectors require. Delivering our plans for growth and regeneration are therefore a key part of our Homeless Prevention Strategy, as are encouraging small businesses and social enterprises, and harnessing the potential of public sector commissioning to deliver social value.

Gateway Achievements – 2018/2019

Helped more than 2,400 families avoid homelessness

Given budgeting support to over 14,900 people

Supported over 4,700 people on Universal Credit to improve their digital skills

Seen a 15% reduction in the number of people applying as homeless

Cut the cost of giving people emergency accommodation by £2m

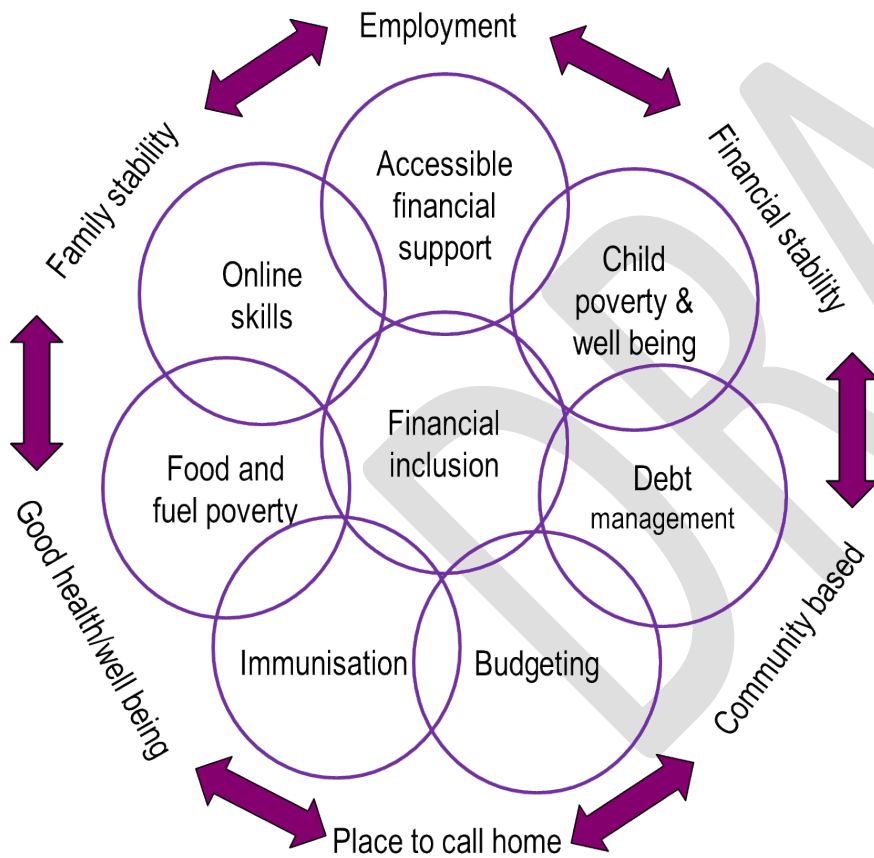
Increased the homeless prevention rate from 25% to 58%

Reduced the numbers in emergency accommodation from 824 to 667

Supported 587 residents into employment.

Gateway Phase 1 is saving the Council £2.5m per year

Gateway and Welfare services – joint working



Gateway and Welfare

Gateway used data to identify those residents most at risk of homelessness so that intervention can be specific and targeted to individual needs. A single woman was registered onto Community Connect Food Stop after being contacted as part of the targeted intervention work and immediately began working closely with her Gateway Officer. She had had Council Tax arrears of £3,112.68 and had a total of £1,525.55 in rent arrears. She had a direct payment from her universal credit for her rent plus an additional £50.45 each month to pay towards the rent arrears set up on her rent account. However this meant that ultimately she was left with just £140 per month to cover all other bills and food shopping. A Discretionary Housing Payment was paid to support with the rent arrears and the monthly rent shortfall. She was also referred to the Food Stop shop at Parchmore, which is helping to reduce her food shopping bills. She was also supported to make an affordable agreement with debt collectors for her council tax. In addition, her Gateway Officer has supported her with non-dependents on her Council Tax Support (CTS) claim. As there were no income details noted for Miss X on the system, this meant that a full non-dependent deduction was being taken from her entitlement and this has helped to reduce the Council Tax arrears.

What we are going to do:

We need to provide support earlier and to do that we need to be working in communities, delivering trusted services, based on local evidence and intelligence.

Our Gateway approach has shown that early identification intervention to help people stabilise their situation, and wrap-around holistic support works. Our approach will continue to focus on stabilising people's housing, employment and caring arrangements. We also know that the Gateway principles and approach are effective, and can be applied more widely across different services and localities. We are therefore going to:

- Build coordinated early identification networks and effective referral services that work well together. These will be linked to our existing commissioned independent preventative services – e.g. housing advice and community mediation services
- Develop more locally delivered, evidence based services, tailored to local need, and delivered with/by community assets - starting with extending the Gateway approach into new localities through our new Community Connect/Food Stop projects in New Addington, Thornton Heath, Monks Hill and Coulsdon
- Provide regular training and information sharing sessions for commissioned and voluntary groups providing services to people in need, to build capacity, develop collaboration, commitment to shared priorities

- Extend the holistic Gateway approach to all new adult social care customers



approaching the council – increasing independence and resilience

- Develop a co-designed monitoring and evaluation framework to produce evidence of the effectiveness of our activity to reduce poverty, increase resilience, and improve skills and employability
- Increase local employment with employers working closely with prevention services. We will also enable our residents to make the most of the opportunities that arise from the borough's regeneration by ensuring Gateway & Welfare employment support works with Croydon Works, Croydon Construction Skills Public Sector delivering social value Small Business Commission SEEK project

Key measures of success

- Tenancies sustained
- Increased local employment
- Decreased reliance on benefits
- Decreased debt
- Reduced expenditure on food
- Reduced childhood obesity
- Reduced social isolation
- Increased overall health and wellbeing for all residents
- Increased digital skills



Community Connect

Homelessness prevention

What do we want to achieve

- A high quality, efficient prevention service
- A high proportion of homeless prevention outcomes
- Shorter stays in temporary accommodation
- We want to end core homelessness in Croydon by 2029

The Homelessness Reduction Act came into force in April 2018, and introduced two new duties - the Prevention duty and the Relief duty - to the existing homelessness legislation (HA 1996, part 7). The key measures in the act are an extension of the period 'threatened with homeless' from 28 to 56 days and a new duty to prevent homelessness for all eligible applications threatened with homelessness, regardless of priority need. It also requires a new duty to relieve homelessness for all eligible homeless applicants, regardless of priority need. Along with this 'a duty to refer' came into effect where public services will need to notify a local authority if they came into contact with someone they think may be homeless or at risk of becoming homeless.



What is happening now?

Despite an increasing focus on early intervention and prevention, a significant number of people apply to the council as homeless, over 2,000 per year on average over the past 10

years. With the introduction of the Homelessness Reduction Act presentations are now running at over 3,000 p.a. In spite of the high levels of presentations to the council the numbers of households who we owe a full housing duty has remained at between 600- 900 over the last 5 years.

Prevention and intervention: The council's approach to prevention focuses in the first instance on resolving the threat of homelessness including negotiating with landlords, engaging tenancy relations in the case of potential illegal eviction, and family mediation (including that provided for young people through a commissioned service). Where prevention is not possible the Relief Team work on an accommodation plan with the applicant, and on other issues such as debts or budgeting, finding employment, or signposting to other services. The Interventions Team follows this work up with families in emergency accommodation holding 'finding a home' events and providing support and encouragement to find alternative accommodation. One of the main barriers to effective prevention and relief is an insufficient supply of accommodation available within current benefit rates. As a result families are spending extended periods living in temporary accommodation.

Single homeless service (SHS): The SHS assesses single homeless applications and provides access to supported accommodation. It works with people recovering from mental ill health, care leavers, ex-offenders (some of whom are under MAPPA and / or Jigsaw) people addicted to alcohol and/or drugs, people affected by welfare benefits reform, young people at risk, people escaping domestic abuse, refugees,

people with a physical disability, people with a learning disability and many residents who have a combination of these needs. There is a limited portfolio of supported accommodation and the number of people with multiple and complex needs accessing the SHS is increasing. Affordable move-on accommodation is also limited. SHS also works closely with the street outreach team to identify rough sleepers, access accommodation as quickly as possible and prevent a return to sleeping rough.

Homelessness prevention-in action

A single woman who had been in care in the North of England came to London for work. She found a property but fell into arrears when the company she worked for did not pay her salary. She took them to an employment tribunal, but her landlord had already started eviction proceedings. A prevention officer intervened as she had a possession hearing scheduled the following week. Through negotiations with the landlord he agreed that if the arrears were reduced to below 2 months' rent he would ask for a suspended order rather than an outright order. A discretionary housing payment of £1000 was paid and she took out a loan with the credit union for £2500 which was sufficient to halt proceedings. She has agreed an additional amount on her monthly rent to clear the rest of the arrears. She is now working as a supervising social worker, is on a local residents group and has used some lottery money to create a fund with the credit union for local residents to draw on

What are we going to do?

We want to continue to shift our approach to a more proactive, preventative approach, and ensure that families and individuals approaching for housing advice or at risk of homelessness understand the support we can provide to help them find alternative accommodation quickly.

- Promote our housing advice and options services, and ensure that vulnerable people are supported to access our online housing advice resources
- Continue to refine and communicate our '*Your Home Your Move*' messages to encourage homeless households to actively engage in finding alternative accommodation
- Review our protocols with Public Authorities (prisons, probation, health, SLaM) to ensure effective joint working with a focus on preventing homelessness crises
- Ensure people applying as homeless spend as short a time as possible in Emergency or Temporary Accommodation
- Develop effective preventative approaches to tackle the main causes of homelessness:
 - Eviction from private rented sector (PRS) accommodation
 - Exclusion by parents, relatives and friends
 - Domestic violence
- All families/individuals in emergency or temporary accommodation have a realistic plan for rapid rehousing into affordable, secure and decent accommodation
- Develop our Social Lettings Agency ; Croydon Lettings to continue to broker accommodation solutions that aligns with prevention and the escalation of crisis and need for statutory services

Key measures of success

- Number of homelessness preventions acceptances
- Families spend minimum period in bed and breakfast style accommodation
- Minimum expenditure on emergency accommodation
- Emergency or temporary accommodation has adequate facilities for enabling people to work, do homework, cook, live a healthy lifestyle
- Embedding the Social Lettings Agency from a pilot to a full service; reducing the number of households entering into statutory services

Sustainable accommodation

What do we want to achieve

Housing targets are met

New homes meet the needs of our communities

We have an effective long-term temporary accommodation plan

Sufficient housing supply to meet the needs of homeless households and to provide move-on from supported accommodation

What happens now?

Our review shows that homelessness in Croydon is exacerbated by the lack of supply and access to suitable, settled accommodation. Resolving structural housing market factors that impact homelessness requires a focus on housing delivery, including the delivery of truly affordable housing. Croydon has a growing population and housing supply will

need to at least double to keep pace. We will ensure there is an alignment with the homelessness strategy and the housing strategy in order to achieve an effective long-term temporary accommodation plan

Lack of supply in turn leads to increasing housing prices and rents, and welfare reform makes it nearly impossible for those in poverty or on low incomes to access sustainable housing in the current market. It also impacts move-on options people that are ready for independence are effectively trapped in supported accommodation, potentially blocking others in the system from moving on and getting the help they need.

Improving the quality and standards of private rented accommodation contributes to tackling homelessness, and helps reduce the poor housing conditions that affect health and may have long-term implications for income and employment. Croydon set up a borough-wide landlord licensing scheme in 2015 which protects private sector tenants and drives up standards.

Croydon has a smaller social housing stock than many other London boroughs, and consequently relies on private landlords to provide accommodation for homeless households both as temporary accommodation and as a discharge of the homelessness duty. We have a short-term supported housing portfolio of around 500 units, with floating support also provided to vulnerable people in hostels or in emergency accommodation. There are more than 2,000 households in temporary accommodation (including 3,000 children), and the Council has worked hard to reduce the number in B&B style emergency accommodation in recent years with significant

success. Homeless families and single homeless, however, still spend too long 'living in limbo' in temporary accommodation and our focus will be on reducing the average length of stay.

The council offers a range of offers to private landlords and accommodation providers to supply accommodation for homeless households. Empty homes brought back into use with the financial assistance of the council are used as supply for meeting housing need. A significant proportion of council and housing association homes are allocated to homeless households via Croydon's housing allocations scheme.

What we will do

To drive forward housing delivery - we will:

- Ensure developers recognise Croydon as a borough with an easy to navigate planning framework and an effective proactive enabling function
- Support residential and economic growth with the required infrastructure
- We will deliver 2,000 truly affordable homes through the Brick by Brick housing programme
- We will bring 100 empty homes back into use
- Further develop our Social Lettings Agency; Croydon Lettings

To reduce the use of bed and breakfast style emergency accommodation, and rationalise our temporary accommodation portfolio – we will:

- Produce an accurate up to date forecast of our need for emergency and temporary accommodation
- Develop a long-term emergency and temporary accommodation plan – based on future need , minimising use of emergency accommodation (particularly bed and breakfast style accommodation with shared facilities for 16/17 year olds and families with children)
- Improve offer to large-scale housing providers and smaller private sector landlords and develop an efficient accommodation procurement framework to provide move on accommodation required to discharge our housing duty
- Purchase homes and acquire long term interest in accommodation to provide long-term portfolio of affordable accommodation for households in need
- Explore use of modular housing to increase accommodation supply
- Ensure sufficient supply of accommodation for specific groups – over 65 year old people with complex needs, women with complex needs, young people (Crash Pad), former rough sleepers with chronic and severe ill-health.

Key measures of success

- Housing supply figures
- Empty homes brought back into use
- Prevention supply achieved
- Number of households in emergency accommodation
- Emergency accommodation expenditure

Support outcomes

What do we want to achieve

- Aligned messages and approach to independence and resilience
- Localised support services based on local need
- Volunteers enabled to devote time/energy to meet need in their local area

What happens now?

Croydon is developing a robust housing strategy and action plan that will align with the homelessness and rough sleeping strategy.

Croydon is fortunate to have wide ranging and active voluntary and community organisations providing support and advice to our residents that helps to build community resilience. The faith sector in particular provides support to homeless households and residents in need through day services, food and companionship, and a night shelter. Croydon also has health services dedicated to supporting rough sleepers and homeless households including the Homeless Health Team at the Rainbow Centre, and NHS walk-in services.

The Crisis Skylight Centre located in Surrey Street provides a wide range of support services including helping rough sleepers, housing coaching, renting ready, tenancy training and much more.

The Family Justice Centre (FJC) is a multi-agency co-located service (in Park Lane, Croydon) which offers support for victims of domestic abuse and sexual violence and their children. The FJC works closely with the Council's Housing Needs and Assessments Service where cases involve victims

threatened with homelessness or needing to move to safe accommodation urgently.

Poor quality and inappropriate housing impacts health services in different ways including repeat visits to the family doctor or Accident and Emergency department, or delays in discharge from hospital due a lack of safe, suitable accommodation to return to. The Council's Staying Put Team service and Major Adaptations Unit provides support to help people remain independent who would otherwise need to move home.

The support services available in Croydon, however, are oversubscribed and insufficient for current levels of need.

Funding for the SLaM START mental health outreach to rough sleepers expires in 2020, and is only funded on a skeletal basis. There is no outreach primary health care provision meaning that some of the most vulnerable street homeless individuals do not access primary care or dentistry. Some former rough sleepers in hostels have chronic, severe physical and mental health needs that are challenging to provide for and are not accessing mental, primary and personal care services due to lack of specialist provision.

What we will do

- Undertake a Health Needs Assessment and mapping exercise in order to review the adequacy of health services to homeless households including access to:

- Primary care provision, walk-in and emergency services for the most vulnerable
 - Mental health services
 - Dentistry
 - Continue to support residents to remain independent through the Staying Put adaptations service
 - Ensure our temporary accommodation provides the facilities and opportunities to live a healthy active lifestyle even in the most difficult circumstances
 - Continue to provide tenancy sustainment services to prevent homelessness
- Support delivery of housing related support to individuals with complex needs through Psychologically Informed Support (PIE)

Key measures of success

- Improved access mental, primary and dental health services for rough sleepers with complex needs
 - Networked voluntary and community sector services
- Tenancy sustainment

Rough sleeping

What do we want to achieve

We want to end entrenched rough sleeping

Rough sleeping our efforts in action: from rough sleeper to having a place to call home

Single Man has multiple and complex needs and a long history of rough sleeping, he was identified as a suitable candidate for the Housing First initiative to help alleviate

issues associated with entrenched rough sleeping. He has been supported with signing a tenancy via Croydon Council as a part of the Housing First project.

To promote engagement with services and to enable communication, he has been provided with a mobile phone, which is used to contact him when home visits are not required, and equally, he is being actively encouraged to maintain regular contacts his key worker.

To address his substance misuse, he has been referred to a local drug service and is being accompanied to regular appointments with healthcare professionals. He is now in the process of addressing his drug addiction and has been supported with accessing appropriate medication

Croydon has a significant rough sleeping problem with 274 people recorded as sleeping rough in 2018/19, of which around 50 were effectively living on the streets. Bi-monthly counts conducted by our rough sleeping outreach team find a fluctuating figure of between 15 to 35 rough sleepers on any night. Within that number there are a group of destitute European Economic Area (EEA) migrants that cannot claim benefits, and survive hand-to-mouth with the support of local day services.

Rough sleeping has been increasing in outer London as a result of the housing crisis and a lack of affordable housing. Private rented homes are increasingly expensive and insecure, and welfare reform and in particular, benefit sanctions have had a significant impact on vulnerable people. Austerity has reduced the preventative services that would have kept many off the streets, and it has raised the threshold

for eligibility for other services (including mental health and substance misuse services). Homelessness prevention funding is allocated on out of date patterns of need, restricting the ability of outer London boroughs to respond effectively.

Croydon is fortunate to have many residents who volunteer for services for rough sleepers and people in need including a floating winter shelter provided by local churches (Croydon Churches Floating Shelter). In the winter of 2018 local premieriership football team Crystal Palace agreed to help provide severe weather shelter, converting a lounge into a space that could accommodate up to 12 rough sleepers in need of shelter, this was operated by volunteers and outreach staff. We commission an outreach and resettlement service, Croydon Reach. Crisis located one of its Skylight Centres in Croydon a few years ago, delivering vital services to help people off the streets and into accommodation and employment. The Council aims to operate an 'in for good' policy, providing accommodation on a discretionary basis, and has also worked with providers, assisted by the CR Zero campaign to remove barriers to rough sleepers accessing, and remaining in supported accommodation. Our hostel providers have changed their policy regarding using alcohol, accepting dogs, and are to be flexible around couples. We have secured funding for specialist rough sleeping navigators through the Rapid Rehousing Fund, who provide an intensive focus on finding pathways for rough sleepers with complex needs.

While this is more comprehensive provision than many other boroughs, the need in Croydon is demonstrably higher than other outer London boroughs there are still significant gaps in

provision including the frequency and coverage of outreach, sustained funding for mental health outreach, access to primary healthcare and dentistry, immediately available safe emergency accommodation, services for entrenched rough sleepers with multiple needs, resources to engage entrenched EEA migrants with complex needs. Providers report that there are increasing numbers of rough sleepers with multiple and complex needs.

What we are going to do:

The Council was recently very successful in securing Rough Sleepers Initiative (RSI) funding to enhance service provision. This funding, the CR Zero partnership and our partnership with Crisis to end core homelessness in Croydon provides the framework for tackling rough sleeping over the next two to three years.

We will:

- Develop our Rough Sleepers Alliance to create a network bringing together all service providers, faith groups, and people with lived experience to support new organisations, share good practice, work through issues and improve services.
- Explore the opportunities to develop a Homelessness Reduction Board to enhance accountability of all partners
- Support the work of CRZero to end chronic rough sleeping
- Continue to commission a rough sleeping outreach service

- Provide an effective No First Night Out approach through a 24/7 crash space and rough sleeper assessment centre, providing a swift person-centred solutions for individual rough sleepers
- Maintain Housing First opportunities
- Develop rapid rehousing pathways
- Relieve homelessness amongst EEA and other migrants nationals who are unable to access benefits
- Work with Police, council anti-social behaviour teams, and local businesses to support rough sleepers and reduce the anti-social behaviour associated with some rough sleepers and sleeping sites, participating in forums and implementing targeted approaches.

Key measures of success

- No one living on the street / reduced numbers living on the street
- An accurate picture of rough sleeping based on detailed individual case data

Young people

What do we want to achieve

We want to end youth homelessness in Croydon

What is happening now?

Homeless acceptances of young people over the past ten years has been quite low - the Council has accepted on average 3 applicants aged 16 or 17 per year, and only 4 per year applicants that has formerly been in care. The number of

young people accessing housing advice services at the Turnaround Centre Drop in Zone, however, is quite high (544 in 17/18), and research shows young people will often sofa surf with family or friends before they access support.

Our services have a strong focus on prevention with Croydon Childrens Services working with young people and parents to prevent family breakdown to support young people to remain at home. They take also the lead in applications from 16/17 year olds. The commissioned Drop in Zone service for single 16-21 year olds provides mediation, family therapy, and works with the Youth Offending Service, and Probation. The councils' Leaving Care Team holds a 2 weekly accommodation panel to identify and plan for suitable accommodation for care leavers after age 17 ½ and following the introduction of the Children and Social Work Act, and a Croydon Local Offer has been developed.

There is also a variety of provision of accommodation and support for young people, including; assessment centre and supported accommodation, short and longer term supported lodgings, and shared accommodation with visiting support. The Single Homelessness Service provides a dedicated officer to work with complex need young people who are ready to move on.

Our review and engagement found that there has been an increase in the level of complex needs young people needing accommodation and housing support, particularly those age over 18. Also, there is insufficient supported and suitable emergency accommodation for homeless young people,

resulting in the use of bed and breakfast style emergency accommodation.

What we are going to do:

There are a number of ways we can improve services for young people, increase prevention, and eliminate the use of unsuitable accommodation (B&B in particular) altogether. In order to achieve this we will:

- Review, and relaunch the Croydon Youth homelessness joint protocol ensuring housing and children's services work effectively together to provide the housing options and support young people and care leavers need
- Improve online housing advice and information (co-designed with young people)
- Developing a youth homeless prevention peer education programme
- Create a single integrated YP gateway (with social work support)
- End the use of B&B accommodation and create an alternative Croydon 'crash pad'
- Introduce home visits to all young people who approach as homeless aged 16-24
- Identify a menu of move on options, including effective assessment process
- Work with landlords to increase their confidence in accommodating young people
- Develop a young persons 'tenancy ready' programme
- Identify young people at risk of tenancy failure through eviction or abandonment,
- Explore different accommodation models, such as peer landlord schemes and shared housing with floating support.

Key measures of success

Number of young people accommodated in B&B

Number of young people accepted as homeless

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Action Plan

Outcome	Aim	Key Action	Milestone	Owner
Taking the Gateway approach out into the community	Early intervention and prevention to stabilise households in crisis and prevent homelessness with a holistic approach for our most vulnerable residents through Access Croydon, Contact Centre and localities	<p>Deliver and roll out Community Connect/Food Stop - Community Hub model run by the community for the community delivering services that are responsive to the specific needs of residents</p> <p>Development of the Homelessness Reduction Board to discuss sustainable long term solutions</p>	30/9/2020	Director of Gateway Services
Homelessness prevention	<p>Supporting residents to sustain their tenancies</p> <p>Develop the Social Lettings Agency to become a full service aligned to prevention and the prevention of the escalation of crisis and need for statutory services</p>	Intensive support activity to sustain participation and find long lasting solutions	30/9/2021	Director of Gateway Services
Networked community,	Community Connect Alliance of organisations -	Partnership working across the community, voluntary, faith, private and	Ongoing	Director of Gateway Services

voluntary and faith sectors	multi-agency 'Alliance' approach empowers the local community, builds on existing relationships and forges new connections with stakeholders to strengthen and improve outcomes for local people	public sectors to strengthen and improve outcomes for local people. Maintain and support the Community Connect Alliance		
Homelessness Prevention				
A high proportion of homelessness prevention outcomes	Fewer homeless households in emergency accommodation	Promote our housing options and advice services	Ongoing	Director of Housing Assessment and Solutions
A high proportion of homelessness prevention outcomes	Fewer households in emergency accommodation	Review our protocols with Public Authorities (prisons, probation, health, SLaM) to ensure effective joint working with a focus on preventing homelessness crises	Ongoing	Director of Gateway Services/ Director of Housing Assessment and Solutions
A high proportion of homelessness prevention outcomes	Fewer households in emergency accommodation	Review our preventative approaches to tackle the main causes of homelessness: <ul style="list-style-type: none"> Eviction from PRS accommodation 	Ongoing	Director of Gateway/ Director of Housing Assessment and Solutions

		<ul style="list-style-type: none"> • Exclusion by parents, relatives and friends • Domestic violence 		
Shorter stays in temporary accommodation	Homeless families in temporary accommodation actively engage in finding alternative accommodation	Refine and communicate 'Your Home Your Move' messages	Ongoing	Director of Housing Assessment and Solutions
Shorter stays in temporary accommodation	Homeless families in temporary accommodation actively engage in finding alternative accommodation	All families/individuals in EA/TA have a realistic plan for rapid rehousing into affordable, secure and decent accommodation	30/12/2020	Director of Housing Assessment and Solutions
Sustainable Accommodation				
Prevention supply achieved	Ensure developers recognise Croydon as a borough with an easy to navigate planning framework and an effective proactive enabling function	Support residential and economic growth with the required infrastructure	30/12/2020	Director of Planning Director of Housing Assessment and Solutions
New homes meet the needs of our communities	Ensure housing targets are met	Deliver 2,000 truly affordable homes through the Brick by Brick housing programme	Ongoing	Director of Housing Assessments and Solutions

Sufficient housing supply to meet the needs of homeless households	Ensure housing targets are met	We will bring 100 empty homes back into use		Director of Housing Assessments and Solutions
We have an effective long term TA plan	Produce an accurate up to date forecast of our need for EA/TA	Develop a long-term EA/TA plan – based on future need , minimising use of EA (particularly B&B with shared facilities for 16/17 year olds and families with children)	Ongoing	Director of Housing Assessment and Solutions
Sufficient housing supply to meet the needs of homeless households and to provide move-on from supported accommodation	Improve offer to and large-scale housing providers and smaller private sector landlords and develop an efficient accommodation procurement framework to provide move on accommodation required to discharge our housing duty	Develop separate offers for: <ul style="list-style-type: none"> - Large scale housing providers - Smaller private sector landlords 	Ongoing	Director of Housing Assessment and Solutions
		Delivery of a new procurement framework	30/3/2021	Director of Housing Assessment and Solutions
		Purchase homes and acquire long term interest in accommodation to provide long-term portfolio of affordable accommodation for households in need	Ongoing	Director of Housing Assessment and Solutions
		Ensure sufficient supply of accommodation for specific groups – over 65s with complex needs, women with complex needs, young people (Crash Pad), former rough sleepers with chronic and severe ill-health.	Ongoing	Director of Gateway Services/ Director of Housing Assessment and Solutions/Commissioning and Improvement
Support outcomes				

Localised support services based on local need	Improved access mental, primary and dental health services for rough sleepers with complex needs	Undertake a Health Needs Assessment and mapping exercise in order to review the adequacy of health services to homeless households including access to: <ul style="list-style-type: none"> • Primary care provision, walk-in and emergency services for the most vulnerable • Mental health services • Dentistry 	30/12/2020	Director of Public Health
Tenancy sustainment	Psychologically Informed Environments	Delivery of housing related support to individuals with complex needs through Psychologically Informed Support (PIE).	30/12/2021	Director of Gateway Services
Aligned messages and approach to independence and resilience	Volunteers enabled to devote time/energy to meet need in their local area	Alliance of community and voluntary services creating good practice networks, aligned aims and opportunities for volunteers	Ongoing /annual review	Director of Gateway Services
Networked voluntary and community sector services	Localised support services based on local need	Ensure links between residents in temporary accommodation, voluntary, community services and social prescribing networks	Ongoing/annual review	Director of Housing Assessments and Solutions
Rough sleepers				
An end to entrenched rough sleeping An end to entrenched rough sleeping	An alliance of voluntary and community sector services with a shared goal	Maintain and support the Rough Sleepers Alliance	30/06/2020	Director of Gateway Services

An end to entrenched rough sleeping	Work with CR Zero 2020 to establish an innovation fund for rough sleeping services	Relieve homelessness amongst EEA and other migrants nationals who are unable to access benefits	31/03/2021	Director of Gateway Services
	Provide an effective No First Night Out approach to tackling rough sleeping early	Deliver and monitor outcomes of our Somewhere Safe to Stay Hub - a 24/7 crash space and rough sleeper assessment centre to ensure swift person-centred solutions for individual rough sleepers	1/11/2019	Director of Gateway Services
	Provide an effective Housing First service	Implement Housing First and accommodate 20 entrenched rough sleepers through Housing First intervention and support	31/03/2020	Director of Gateway Services
	Entrenched rough sleepers are given the support they need to leave the streets	Work with Police, council anti-social behaviour teams, and local businesses to support rough sleepers and reduce the anti-social behaviour associated with some rough sleepers and sleeping sites, participating in forums and implementing targeted approaches.	31/09/2020	Director of Gateway Services
Young people				
End youth homelessness in Croydon	Increased homelessness prevention outcomes for young people	Review, and relaunch the Croydon Youth homelessness joint protocol ensuring housing and children's services work effectively together to provide the housing options and support young people and care leavers need	30/06/2020	Director of Early Help and Children's Social Care

		Develop a single integrated gateway for 16 and 17 year olds	31/12/2019	Director of Early Help and Children's Social Care
		Identify young people at risk of tenancy failure through eviction or abandonment	30/06/2020	Director of Early Help and Children's Social Care
		Introduce home visits for all 16-24 year olds who approach as homeless	30/06/2020	Director of Early Help and Children's Social Care
		Deliver improved online housing advice and information (co-designed with young people)	30/06/2020	Director of Early Help and Children's Social Care
		Develop a youth homelessness prevention peer education programme	30/06/2020	Director of Early Help and Children's Social Care
Sufficient housing supply to meet the needs of homeless households and to provide move-on from supported accommodation	End the use of B&B accommodation for young people	Create 'crash pad' accommodation.	Ongoing	Director of Gateway and Welfare
	Increased supply of PRS move on accommodation	Work with landlords to increase their confidence in accommodating young people	Ongoing	Director of Housing Assessments and Solutions
		Research different accommodation models, such as peer landlord schemes and shared housing with floating support and create a delivery plan	Ongoing	Director of Housing Assessments and Solutions
	Increased supply of PRS move on accommodation	Develop a young person's tenancy ready programme	Ongoing	Director of Housing Assessments and Solutions

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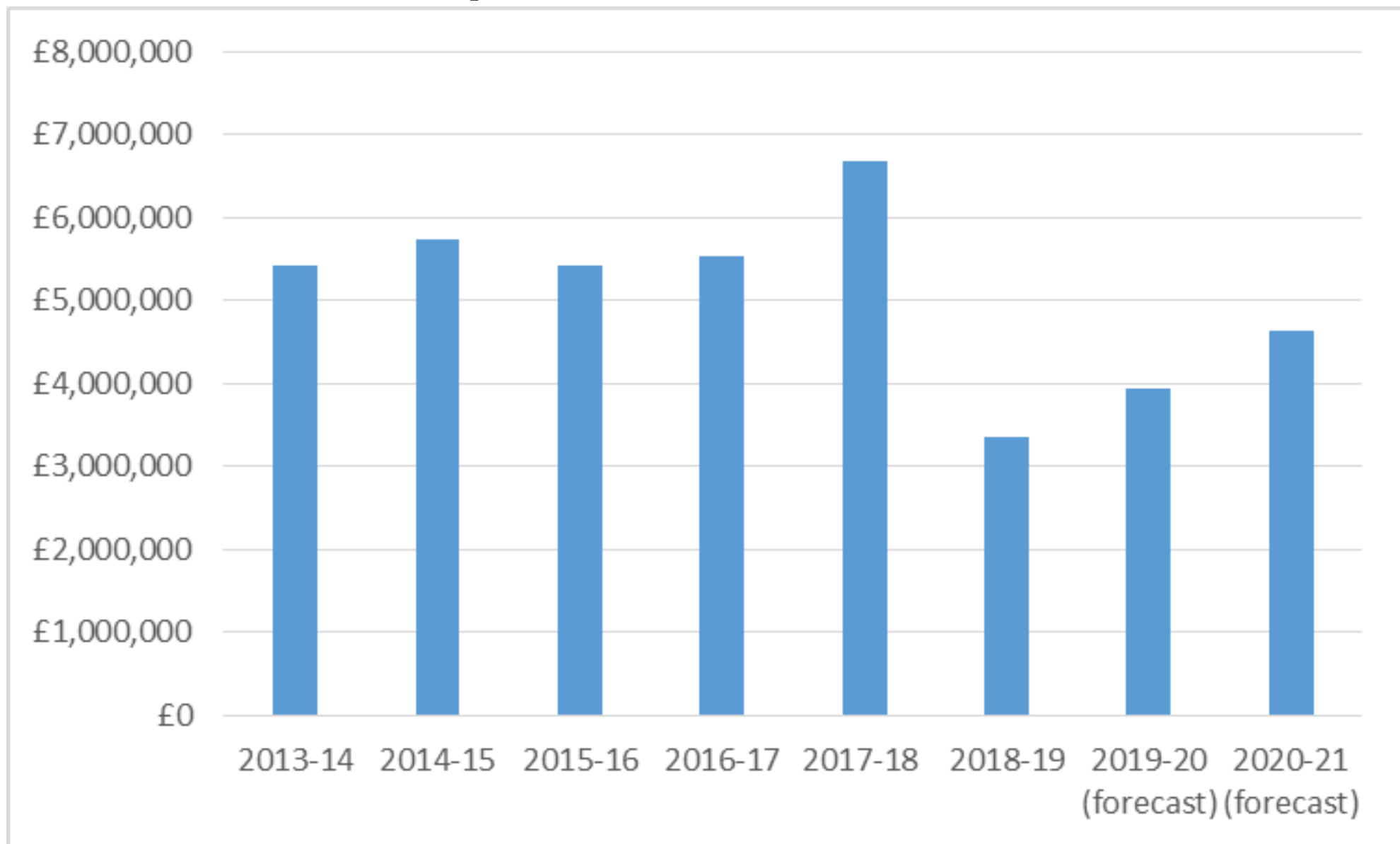
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Cabinet Member for Homes and Gateway Services Scrutiny

Streets, Environment and Homes Scrutiny Sub-Committee

*Cllr Alison Butler
4 February 2020*

Temporary Accommodation: net expenditure 2013/21



Temporary accommodation: action

- Supply review of private rented sector and Council temporary accommodation (TA) portfolio
- Proposals for:
 - Street property purchases – another 100
 - Further large block purchases/leases for TA

Fire safety



- Sprinklers now in all council blocks of 10+ storeys and a sheltered block
- Fire risk assessments
- Programmes being updated for upgrade of: smoke detection; communal doors and flat front doors; emergency lighting; extra care blocks
- Person centred risk assessments
- Hackitt Review implementation:
 - New building safety regulator
 - Proposed extension of ban on ACM to new buildings of 11-18m
 - Proposed requirement for sprinklers in new buildings of 11-18m
 - Call for evidence for risk-based assessment of existing buildings
 - Fire Safety Bill: building owners' responsibility; local enforcement

Selective Licensing Scheme



Current scheme

- Runs from 1 October 2015 to 30 September 2020
- So far, more than 36,000 licences issued
- Still 240 applications per month
- Major drive to identify landlords who failed to apply for a licence
- More than 11,000 properties inspected
- Enforcement: 5 pending prosecutions, 22 Financial Penalty Notices, 368 Category 1 notices, 42 prohibition orders

Submission for new scheme

- Cabinet authorised consultation on 21 October 2019
- Consultation from 16 December 2019 to 9 March 2020
- Consultation delayed by General Election so Government approval might not be issued before current scheme ends

New homes

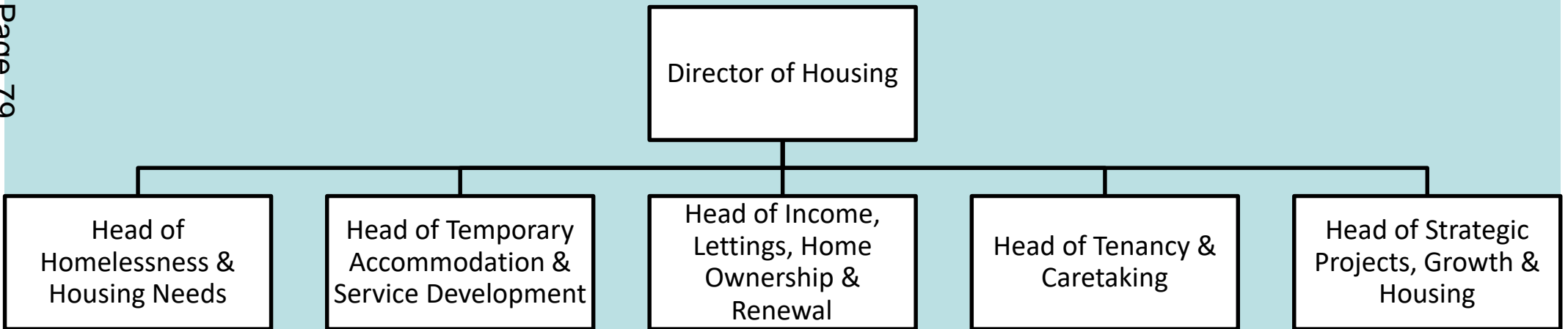
First Croydon
council homes
handed over by
Brick by Brick

47% of homes
being built will be
affordable



Housing Assessment & Solutions restructure

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For general release

REPORT TO:	Streets, Environment and Homes Sub-Committee 4 February 2020
SUBJECT:	AXIS RESPONSIVE REPAIRS CONTRACT REVIEW
LEAD OFFICER:	Stephen Tate, Director of Council Homes, Districts and Regeneration. Lorraine Smout, Head of Repairs and Maintenance
CABINET MEMBER:	Councillor Alison Butler, Cabinet Member for Homes & Gateway Services
PERSON LEADING AT SCRUTINY COMMITTEE MEETING:	Lorraine Smout, Head of Repairs and Maintenance

CORPORATE PRIORITY/POLICY CONTEXT/AMBITIOUS FOR CROYDON:

The Responsive repairs service directly supports the following themes from the Corporate Plan:

Theme 1 - People live long, happy, healthy and independent lives.

Theme 2 – Our young people thrive and reach their potential.

Theme 3 – Good, decent, affordable homes for all.

Theme 6 – Everyone has the opportunity to work and build their career.

ORIGIN OF ITEM:	This item is contained in the work programme for 2019/20
BRIEF FOR THE COMMITTEE:	The Sub-Committee is asked to review the performance of Axis Europe PLC Responsive Repairs Contract and consider if it wishes to make any recommendations

1. EXECUTIVE SUMMARY

- 1.1 This Report provides a review of the responsive repairs, voids, electrical and gas services under the current repairs contract with Axis Europe plc. The contract commenced in April 2014 and is now in Year 6 of the initial 7 year term contract. The report covers performance and costs to date as well as a summary of resident feedback obtained as part of a wider contract review process and performance against key areas such as social value. The report also sets out some key areas on service delivery, service improvements from resident feedback, risks and mitigation and business continuity.
- 1.2 There is also an ongoing and joint review of the other housing related contracts that deliver repairs and refurbishment as there are three contracts in place that are also due for extension or re-procurement by March 2021 . These are:
- Mechanical and Electrical contracts including installation of domestic gas heating boilers - Clairglow
 - External decorations - Mulalley
 - General building contract - Mulalley

In addition, the contracts below are due for review in 2020/21 for either extension or re-procurement in 2021/22:

- Electrical servicing, testing and rewiring – AJS
- Lift maintenance, servicing and replacement – Guideline

2. *AXIS RESPONSIVE REPAIRS CONTRACT REVIEW*

2.1 Background

The Responsive repairs service carries out day to day repairs to all Council homes and communal works to blocks. This is around 16,000 including leasehold properties and we carry out approximately 65,000 repairs a year and turnaround on average 650 - 700 voids. This includes general building, gas breakdowns to domestic and commercial boilers, electrical works and repair and refurbishment works to properties that are void and are being re-let. The service delivers some specialist works such as repairs to door entry systems and repairs to adaptations and the contract with Axis Europe covers gas servicing and some fire safety remedial works.

Axis (Europe) Plc were appointed in January 2014 following a European Commission compliant competitive dialogue procurement process to deliver the contract and since appointment the contract scope has expanded to include servicing and maintenance works to communal boiler systems in housing properties, primarily extra care and sheltered housing.

The repairs service is funded by the Housing Revenue Account (HRA) budget within the 5/30 year HRA business plan. The cost of the service is £12.281m annually (inclusive of repairs support costs) with £9.221m currently allocated to the repairs contract with Axis.

The Contract commenced on 1st April 2014 for a seven-year term with provisions for two extensions of four years at the end of year seven and eleven. If no extension is granted the Contract will end on 31st March 2021. The Council has the right to extend the Contract at any time up to 31st March 2021, so in theory could extend on the last day i.e. 31st March 2021. Axis has the option not to extend the Contract, to exercise this right they must have informed the Council of this by 30th September 2019.

In addition, Clause 13.3 of the Contract contains a general 'no fault' termination whereby either party can terminate by Notice. The Council have a 12-month period and Axis an 18-month period. The 'no fault' termination clause can be exercised at any time. Therefore the Council are not legally committed to a four-year extension. Both parties would have to exercise this right when there is a minimum length of term left in the contract to at least match the notice period.

2.2 Performance

Contractor performance is reviewed constantly and a formal review meeting takes place on a monthly basis under the contract governance process. KPI performance is reported on a quarterly basis to the Strategic Core Group and to the Cabinet Member for Homes & Gateway Services. KPIs and benchmarking are used to allow the Council to:

- Set performance targets at the outset of the Contract
- Monitor performance over the lifetime of the Contract
- Benchmark performance to provide a basis for continuous improvement
- Develop its use of KPIs to ensure they are challenging and fit for purpose.

There are five groups of KPIs:

- Generic KPIs which measure performance across the whole service
- Repairs KPIs which measure performance against the responsive repairs service
- Voids KPIs which measure performance against the Voids service
- Gas KPIs which measure performance against the Gas 3 star service
- Contact Centre KPIs which measure performance against the Contact Centre

Axis's KPI performance has had some inconsistencies over the six years to date of the contract but there has been generally good performance. Axis's KPI performance compares favourably when benchmarked against other organisations and as evidenced from the end of year open book and contract review undertaken each year by our partnering advisors Echelon. Performance on KPIs since the start of the contract is set out in Appendix 1.

The KPIs developed by the Council were set with targets to remain or be in the upper quartile of its peers and include the following measures:

- Target performance which is linked to the earning of Variable Profit. These are linked to specific KPIs e.g. Customer Satisfaction.
- Minimum Levels of Acceptable Performance (MLAP) which set a lowest level of performance which can be linked to the issue of formal warnings/ recovery plans.

- An additional measure of Emergency Action Plan Trigger (EAPT) has been added to the Contract as the absolutely lowest threshold of performance. This triggers emergency plans and also the measures for any potential future termination.
- There have been no formal warnings issued and the KPIs set out the basis for termination events to be invoked. These include the failure on two KPIs or more for a defined period of time.

In order to maintain quality we undertake a 10% level of post inspections for works under the PPP arrangements and carry out a similar level of post inspections on works that are chargeable outside of the PPP as exclusions. All works that are marked on our systems as selected for post inspection are not released for payment until the post inspection has been completed and passed.

2.3 Benchmarking of performance against other providers

Axis's KPI performance has had some inconsistencies across the last 6 years (Appendix 1) although generally performance has improved over the length of the contract and recent performance has been good with an upward trend. The KPIs covering operational efficiency (Right First Time and Void Turnaround) are good and show that unproductive cost has been minimised.

Axis's KPI performance compares favourably when benchmarked against other organisations and has been reviewed as follows:

- Annual performance based on the end of each financial year – this establishes the historical trend across the Contract Period.
- Recent Monthly Performance in 2019 – this establishes recent trends as the service has reached a steady-state.

For the purposes of benchmarking we have used data collected by our partnering advisors Echelon in relation to customer satisfaction and operational efficiency and this looks at two sets of external data. The first evaluates against AMIP (Asset Management Improvement Partnership) which is across the range of their clients and includes a number of London Boroughs and Housing Associations (www.amip.org.uk) and the second against two similar contracts.

AMIP Benchmarking (Based on 2019 AMIP data)

KPI	Croydon Score Annual 2018/19	Croydon Score 2019/20 to date Q3	AMIP
Customer Satisfaction (R1)	82.3%	92.8%	94.9%
Right First Time (R3)	95.3%	94.1%	92.8%
Completions on Time – Emergencies (R4a)	100.0%	100.0%	94.8%

Completions on Time – Appointments (R4a)	98.8%	98.7%	93.9%
Appointments Kept (R6)	97.8%	97.5%	94.3%
Void Turnaround Key to Key repairs (V3a)	11.3 Days	11.2 Days	25.3 Days

The Customer Satisfaction score has improved and is getting closer to the AMIP Benchmark. All other Axis KPIs are better than the AMIP benchmarks.

2.4 Client to Client comparison

The table below compares the performance of the following:

- Croydon Council 2018/19 Annual
- Croydon Council Q3 2019/20.
- Origin Housing Q3 2018.
- Homes for Haringey 2018/19

KPI	Croydon Score Annual 2018/19	Croydon Score Q3 2019	Origin Score Q3 2018	Haringey Score 2018/19
Customer Satisfaction (R1)	82.3%	92.8%	86.5%	92.0%
Right First Time (R3)	95.3%	94.1%	80.0%	92.5%
Completions on Time – Emergencies (R4a)	100.0%	100.0%	n/a	99.7%
Completions on Time all priorities (R4a)	98.8%	98.7%	n/a	99.2%
Appointments Kept (R6)	97.8%	97.5%	91.2%	98.7%
Void Turnaround (Repairs work duration) (V3a)	11.3 Days	11.2 Days	9.6 Days	12 Days

- Customer Satisfaction –customer satisfaction with the Croydon repairs service has improved in the current year. This performance is in the upper quartile and compares favourably with the benchmarks.
- Right First Time – performance here is good and is in the upper quartile.
- Repairs Completion Time (Emergencies) – performance here is very good and in the upper quartile.
- Repairs Completion Time – performance here is good and compares favourably with the benchmark.

- Appointments kept – performance here is good and compares favourably with the benchmark.
- Void Works Duration – this is good and only slightly longer than the lowest benchmark

The service has set Axis a challenging target for complaints in that these should be not exceeding 0.4% of completed jobs. Benchmarking shows that most social housing providers set their targets between 1-2% of completed jobs. The performance on complaints through the contract period has been below target at the end of each year and is set out in Appendix 4. Although there has been an increase in complaints over the last two contract years when measured against completed jobs this was at 0.33% for 2018/19 and is currently at 0.41% for the current year 2019/20.

2.5 Commercial model and contract costs

The Responsive Repairs Budget for 2019/20 is set at £12.281m of which £9.221m is allocated to the Axis contract. Budget and costs from Year 1 to Year 6 to date are set out in Appendix 2. The contract is primarily based on a price per property (PPP) model which provides an inclusive price per property for repairs, gas breakdown and servicing and voids. This covers an extensive range of repair work and places more of the risk with the contractor as they get paid one amount per property for all works rather than for each visit or repair carried out. Excluded works are pre-approved and applications for payment checked on a job by job basis to ensure correct use of schedules of rates and value for money. Development of the electronic supply chain for Axis has included introducing an Imprest stock process and van stocks that are specific to individual operatives and engineers linked to the area they work in and their trade.

This has resulted in a price per property (PPP) of £345.61, a price per void (PPV) of £2,086.43 to ensure an agreed price for voids up to the value of £5,000 and a price of £112.05 per property for gas (PPG) breakdown repairs and £47.27 for gas servicing (equivalent to a British Gas 3* contract). The price per property model offers greater budget certainty to the Council and provides suppliers with a more predictable income stream from which to plan resources, make investment decisions and commit to longer-term continuous improvement.

- PPP – Price per property per annum – the price for carrying out all responsive repairs to each individual property as defined in the Term Brief.
- PPV – Price per void per annum – the price for carrying out all works to void properties as defined in the Term Brief.
- 3* Gas – the price per annum for carrying out gas servicing and repairs to each property serviced by an individual gas heating system.
- Fixed profit – the sum or sums as entered in the Cost Model for fixed profit.
- Variable profit – the sum or sums as entered in the Cost Model and subject to the provisions within the KPI Handbook

The inclusions within the PPP are further limited by the operation of a cap whereby any individual job that exceeds £2,000 (priced by reference to the Bidders adjusted NHF 6.1 Schedule of Rates) will be deemed to be outside of the PPP and valued by reference to the Schedules of Rates (SORs). An individual job means a one off repair to a single defined component which emanates from one source. The basis of the PPP/PPV and 3 Star Gas model is simplicity in operation and on a day to day basis the majority of work is carried out within the fixed price submitted for PPP/PPV and 3 Star Gas.

Works that are carried out to internal and external communal areas of multi tenanted blocks and leasehold properties will be outside the PPP and PPV where these works are undertaken they are priced using the SORs.

The commercial model includes an annual review which is intended to validate costs and prices, implement any adjustments to prices in accordance with the Contract and provide suggestions for performance improvement. There is provision for inflationary increases using the CPI index however these have to be demonstrated as part of the open book process and are not automatically applied.

As set out in the Price Framework, the annual review fulfils the following functions

- To calculate indexation changes and adjustments to rates for subsequent years
- To identify potential areas of performance improvement

In addition to the above the annual review aims to review and advise on the following areas:

- Detailed audit focussed on an analysis of a 1% sample of exclusions confirming that they are true exclusions and validating the SOR's charged
- Increased analysis on the comparison of cost incurred to the tender submitted ensuring that the contract is not being over/under-resourced
- Review of performance on the KPIs
- Review of exclusions to determine whether any items could be included within the PPP/PPV
- Benchmarking of the contract to other contracts both on a cost and value basis

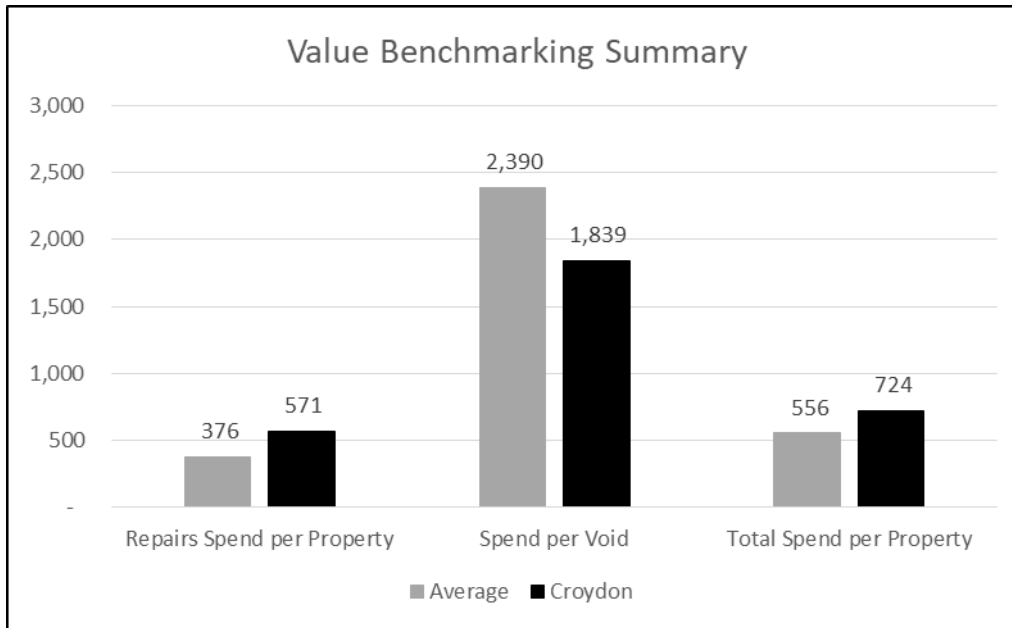
The outcome of the Open Book review for 2018/19 had the following commercial recommendations:

- Partnership to review the exclusions orders which may be incorrectly allocated as exclusions. *This applied to 5 of 98 (5%) of orders sampled.*
- Partnership to review those SORs which may not have been applied correctly. *6 of 150 items sampled.*
- Partnership to review use of repairs workstream for larger works to determine whether it is cost-effective. *Works over £2,000 total of 208 in year. This is primarily due to increase in roofing works.*
- Partnership to review customer satisfaction KPI in months of poor performance to better understand why these dips in satisfaction are occurring and what can be done to avoid this in the future.
- Partnership to review any possible changes that have contributed to improved performance of first time fix KPI
- Axis to review void process to ensure defect free handover
- Partnership to review properties with a high volume of repairs this year, and those from last year's report which continue to be visited more often to determine whether they would benefit from planned/capital improvement works. *This data has been analysed and mainly relates to works after fire, flood, major works and disrepair cases.*
- Partnership to monitor high spend properties on a regular basis to ensure that works could not be delivered in a more efficient way

- Partnership to review the use of sub-contractors for repairs. *This is due to increase in level of sub-contractors being used.*
- Axis to continue to review Site Overheads for repairs and voids as well as review increase in staff to determine whether this increase has provided value.

2.6 Benchmarking of costs

We are using data supplied by Echelon whose involvement in multiple repairs and maintenance contracts gives us the opportunity to benchmark Croydon spend against other similar organisations. The summary is as follows:



Repairs spend per property is higher than benchmark and is causing a higher than benchmark total spend per property. This is in line with the increased repairs per property and decreased properties with no repairs. On average 2.38 repairs are carried out per property, a total of 4,186 properties have had no repairs carried out in the year. This is a similar level to last year (4,192) and equates to 29% of Croydon's tenanted properties. The average repairs per dwelling is slightly above that of other organisations, and the percentage of properties with no repairs is lower than other organisations.

As expected, in line with the order volumes, there is a large proportion of properties which have very little spend, with 10,783 properties having £0-£250 cost. At the high end, there are 42 properties which have a repairs cost of £2,500 or more

When comparing to last year generally the value and volume of dwelling repairs has increased significantly from 1,724 (£599k) to 2,695 (£1.1m). This increase is in part due to the substantial increase to high value works as well as some other types of works that did not occur last year such as fire door repairs, upgrades and installation and generally higher volumes of these.

Croydon's void spend is lower than the benchmark however it is not the lowest of all benchmarked and appears to be at a reasonable level.

2.7 Resident/stakeholder feedback

Responsive repairs by their nature start with customer contact and the effectiveness of this process in terms of contact handling, diagnosis, work-scheduling and 'warm' hand-offs (where calls are transferred to another service) goes to the heart of service efficiency and customer satisfaction. Repairs calls are taken directly by Axis into their Croydon based Contact Centre. Residents also have the facility to report both emergencies and routine repairs out of hours to the 24/7 Call Centre based at Stratford. Repairs can also be reported on line via 'My Account'. The Responsive repairs service is one of the highest users of My Account. The IT development plan includes work to develop a repairs reporting APP.

As part of a wider Housing Contract review our Partnering Advisors Echelon were requested to provide an evaluation of tenant's opinions of the current service they receive. The evaluation commenced in July 2019 and was carried out over a 3-day period. Croydon instructed echelon to target the following tenants:

- Tenants who have received between 1 and 3 repairs in the last 12 months
- Tenants who have received 4 and above repairs in the last 12 months

A total of 87 tenants were approached to participate in this consultation exercise, of which 40 agreed to take part. The results of this consultation are based upon the feedback from these 40 tenants. This was supplemented by other methods of resident feedback undertaken in parallel up to the end of October 2019 through digital means including the council website. Details of this feedback is shown in **Appendix 3**.

2.8 Social Value

Axis' bid included a number of Social Value, Community Benefit and Supply Chain proposals against those elements of the Term Brief, supporting the Croydon Social Value toolkit objectives and ensuring we meet the requirements of the Social Value Act 2012. Social value is a key part of the Axis contract and they have been fully committed to delivering a range of activities and opportunities and this continues to be an area of focus for the Council and for Axis.

On a quarterly basis a social value report is provided to councillors to provide specific details of the social value activities that are being delivered through this contract.

The report links directly to the contractors promises that were provided during the tender process and include the following headline categories:

- Apprentices
- Work experience and work placements
- CV support, career advice and coaching
- Make a difference days
- Job fairs
- Axis volunteering
- Training skills
- Additional corporate activities
- Additional community benefits

Axis have embraced social value and deliver significant social value for the Council through this contract and ongoing review and reporting will ensure that this continues. Examples of Axis social value activities so far for the 2019/20 period include:

- 10 apprentices in place – 8 male/ 2 female and a range of age groups
- Full engagement with Croydon Works for employment opportunities
- Axis Contract Management facilitated mock interviews for students at Croydon College in April
- Axis Commercial Manager participated in ‘Learn to Earn’ event at Croydon College in June
- 2 volunteering days by Axis Croydon branch supporting Council projects
- Axis launched new volunteering channel on Microsoft Teams with Axis Community Investment Team posting new volunteering opportunities to employees on a weekly basis
- Axis attended Croydon Works Employability Day at Jurys Inn in June
- Repairs and Maintenance project development team, Axis Marketing Team and Axis Croydon Apprentices participated in and completed filming of 11 handy hint DIY videos that are shared on Axis and Croydon Council websites and were publicised with links to website in Open House resident’s newsletter.
- Axis purchased over £2,000 worth of materials and tools to facilitate Community Payback (adult & youth) teams to carry out work in sheltered housing schemes e.g. garden clearance, gardening, refurbishment of garden furniture
- Axis part sponsored International women’s day event at Box Park
- Axis sponsored Croydon Council staff awards and Croydon Community Awards.

2.9 Risks – mitigation of risks and service continuity.

The inclusive price per property model puts risk on to the service provider to maintain the Council’s housing stock. This risk is mitigated by maintaining Croydon’s strategic asset management function thereby making best use of resources and data about the stock to ensure that investment in stock remains proactive and focused on the synergy between repairs and the capital delivery programme of planned maintenance. This could mean making a decision to replace rather than repair for example. The risk is also mitigated by the governance and financial monitoring processes that are in place supported by access to real-time data via ICT links between Axis and Council systems.

Reliance on one supplier to deliver services increases the impact of possible supplier failure due to either financial or technical delivery issues. This was initially mitigated through a thorough analysis of supplier capability and financial robustness as part of the PQQ process and is supported by an on-going contract management strategy focused on performance management and business checks. Should failure occur, there is a specific Business Continuity Plan for supplier failure in place setting out the governance, process and contractual arrangements that will allow for emergency and urgent works to be picked up whilst short term procurement is carried out. The need for re-procurement is mitigated by ensuring a robust termination provision in the contract and adequate assessment of financial viability and sustainability of the contract as well as ongoing business continuity and contingency planning.

The risk of performance failure – this has been mitigated through an agreed governance and performance management structure whereby improvement plans are put in place should a key performance indicator and minimum level of acceptable performance not be met. Non-achievement of a fundamental performance indicator results in loss of variable profit.

Protecting Council budgets – the risk of increasing costs is mitigated through the use of the price per property model together with the ability to comprehensively analyse

detailed repairs data through shared ICT. Access to the detail behind the repair is an ongoing process and supports the implementation and delivery of efficiencies. There are a number of mechanisms in the contract that mandate this. There is provision for inflationary increases using the CPI index however these will have to be demonstrated and are not automatically applied. Shared repairs data is being used to help identify high cost repairs, high cost properties and communal works pressures to aid alignment of budgets and planned programmes of work as well as address any property misuse.

3. LEGAL CONSIDERATIONS

3.1 The procurement process to award the new repairs contract was carried out in accordance with the requirements of the Council's Tenders & Contracts Regulations and meets the Council's duty to secure best value as provided under the Local Government Act 1999.

4. FINANCIAL CONSIDERATIONS

4.1 None for the purposes of this report.

CONTACT OFFICER: Lorraine Smout, Head of Repairs and Maintenance
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BACKGROUND DOCUMENTS: None

APPENDICES: Appendix 1 - Axis performance information – full contract years to date.
Appendix 2 – Contract costs
Appendix 3 – Resident/stakeholder feedback summary
Appendix 4 - Complaints analysis

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Appendix 1

No	KPI - Yearly	14/15	Year End	15/16	Year End	16/17	Year end	17/18	Year End	18/19	Year End	19/20	up to P8
		Target	2014-15	Target	2015-16	Target	2016-17	Target	2017-18	Target	2018-19	Target	2019-20
R1	Customer satisfaction Repairs	88%	74.1%	88%	77.7%	89%	86.8%	89%	86.9%	90%	82.3%	90%	92.8%
R2	Recalls	1%	1.1%	1%	2.2%								
R2	Jobs passing post inspection					95%	90.1%	95%	90.6%	96%	95.7%	96%	97.4%
R3	Number of repairs completed on 1st visit	90%	86.6%	90%	93.4%	90%	93.9%	93%	93.2%	94%	95.3%	94%	94.1%
R4a	Repair completion times												
	Priority 0 & 00 (2 hours)	100%	97.9%	100%	97.9%	100%	99%	100%	100%	100%	100%	100%	100%
	Priority 1 (24 hours)	100%	98.7%	100%	98.9%	99%	99.8%	100%	100.0%	100%	100.0%	100%	100.0%
	Priority 2 (3 days)	98%	93.1%	98%	98.6%	98%	91.1%	99%	91.4%	99%	98.9%	99%	100.0%
	Priority 15 (15 working days)	97%	87.9%	97%	97.9%	99%	98.4%	98%	99.6%	98%	98.8%	98%	97.9%
	Priority 16 (60 working days)	99%	95.7%	99%	93.5%	100%	87.9%	99%	98.5%	99%	98.0%	99%	98.9%
P26	Appointments made and kept	95%	80.2%	95%	78.7%	95%	87.9%	95%	91.7%	96%	97.8%	96%	97.5%
G3	Voids-average number of days to complete	12 days	19 days	12 days	12.1 days	11 days	12.4 days	11 days	11.2 days	10 days	11.3 days	10 days	11.2 days
G5	Customer satisfaction Gas and Heating	88%	75.6%	88%	77.5%	89%	88.5%	89%	89.4%	90%	90.9%	90%	94.3%
G4	Gas service completions	100%	99.6%	100%	99.5%	100%	99.9%	100%	100.0%	100%	99.5%	100%	99.3%
G6	Gas Breakdowns completions timescales												
	Priority 0 & 00 (2 hours)		97.4%		100.0%		99.69%		92.50%		97.49%		99.00%
	Priority 1 (24 hours)		99.5%		99.8%		99.95%		98.20%		97.94%		99.90%
	Priority 2 (3 days)		96.8%		99.2%		99.91%		97.80%		94.40%		97.40%
	Priority 15 (15 working days)		98%		100%		99.27%		98.60%		98.15%		99.20%
	% of total breakdowns completed in target	98%	97.9%	98%	99.7%	98%	99.7%	98%	98.1%	98%	97.6%	98%	99.1%
G7	Gas - First time fix	95%	89.9%	95%	97.7%	95%	98.8%	95%	97.9%	96%	98.0%	96%	97.9%
C1	Customer Contact – calls abandoned	5%		5%	0.0429	5%	3.1%	5%	97.9%	5%	6.6%	5%	3.5%

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Contract costs Years 1 to Year 6 to date (works only, less salaries and overheads)

Budget Year	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20 to date
Repairs Budget	£11,535,485	£12,059,018	£11,525,148	£11,793,578	£11,657,577	£11,459,904
Repairs Expenditure	£10,707,534	£11,592,825	£11,943,762	£11,306,725	£11,374,263	£11,499,692
Axis Budget	£10,312,474	£10,819,148	£10,639,176	£11,026,437	£10,756,810	£11,078,393
Axis Expenditure	£9,839,387	£10,990,025	£11,415,860	£10,512,416	£10,928,843	£11,528,539

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Summary of Resident Feedback

Resident feedback was collected in a number of different ways: telephone survey carried out by partnering adviser echelon, digital survey sent by email to all residents who had reported a repair on line, a link on The Council website and postal surveys received following an article in Open House. Over 400 surveys were received in total. The results of the feedback are collated in the tables below which show parts of the service residents believe work well, parts of the service residents believe don't work so well and suggestions for improvements to the service.

Which part of the Repairs service do you currently think works well and why?	
Appointment - Good time slots available	10
Appointment - Good length of time assigned to carry out repair	21
Appointment - Other	3
Contact Centre - Can always get through to report a repair	16
Contact centre - Good diagnosis of repair	2
Contact centre - Good OOH service	3
Contact centre - Good service received from Call Centre / OOH staff	30
Contractor - Compliment about operative / engineer	15
Contractor - Always polite, helpful & leave the property clean and tidy at all times	21
Contractor - Kept to appointment date	5
Contractor - Always get the job fixed right first time - no multiple visits	3
Contractor - Always text/ call before appointment to advise estimated time of arrival	12
Contractor - Good diagnosis of work	3
Gas repairs / Servicing works well	36
Online repair reporting is good	36
Repair - Happy with work carried out	30
Satisfaction - Good overall satisfaction with the repairs service	53
Scheduler - Good feedback or follow up to advise a delay in getting job done.	5
Other comment	6

Which parts of the Repairs service don't work so well and why?	
Appointment - Poor time slots available	24
Appointment - frequent missed or late appointments	8
Appointment - Length of time assigned to carry out repair is poor	5
Appointments - Length of time to wait for an appointment to be given is poor	28
Concessionary Repairs Scheme	1
Contact centre - Emails not answered	13
Contact centre - Frequent repeated calls to chase work	15
Contact centre - Gave poor diagnosis of repair	6
Contact centre - Poor OOH service	6
Contact centre - Poor service received from Call Centre / OOH staff	17
Contact centre - Staff was not polite or helpful	8
Contact centre - Unable to get through to report a repair	10
Contractor - Complaints about operative / engineer	6
Contractor - Arrived without an appointment	4
Contractor - Did not have the correct tools /parts to do the job	8
Contractor - Were not polite or helpful, and/or left property clean and tidy	9
Contractor - Do not get the job fixed right first time - multiple visits	30
Contractor - other	5
Gas Servicing / repairs - service is poor	4
Online repair reporting is poor	15
Repair - Poor quality of appliances / parts	3
Repair - Poor response in getting re-occurring dampness resolved	4
Repair - Unhappy with work carried out	51
Repair - other	11
Satisfaction - Poor overall satisfaction with the repairs service	25
Satisfaction - Poor service from the Council	10
Satisfaction - Poor service with Complaint handling	2
Scheduler - Poor feedback or follow up to advise a delay in getting job done.	34
Scheduler - Poor joined up approach with trades / services	14
Scheduler - Poor or no feedback to advise delay due to awaiting parts	3
Other comment	9

If you could make any improvements to the way the Repairs service works or the way that repairs are carried out, what would these be and why?	
Appointment - Improve length of time assigned to carry out repair	5
Appointment - Reduce length of time to appointment date	30
Appointment - Reduce number of missed or late appointments	6
Appointments - Better time slots	26
Batter Handyman service available	4
Better feedback from the Council	4
Better Information regarding concessionary Repairs Scheme	3
Better information regarding repairs that are tenants responsibility	3
Better Satisfaction survey process	8
Better staffing issue / better training	4
Contact Centre - Better at answering emails	8
Contact centre - Better at being polite and helpful	3
Contact centre - Better diagnosis of repair	6
Contact centre - Better OOH service	3
Contact centre - better service from the Call Centre & OOH staff	26
Contact Centre - More call lines open to get through to report a repair	8
Contact centre - Reduce repeated calls/emails to chase work	5
Contractor - Empower them to make decisions and take responsibility	7
Contractor - Ensure operatives have the correct tools/parts to do the job	9
Contractor - Ensure operatives make follow on appointment whilst at the property	5
Contractor - Ensure they call ahead of appointment to advise estimated time of arrival	5
Contractor - Fix the job right first time - to reduce multiple visits	30
Contractor - Improve diagnosis of work	4
Contractor - must be polite, helpful & leave the property clean and tidy at all times	4
Improve reporting a repair online facility	12
More property inspections	18
Repair - Better quality of appliances / parts	4
Repair - Improve satisfaction with the work carried out	18
Repair - Improve the getting re-occurring dampness resolved	3
Satisfaction - Improve overall satisfaction with the repairs contractor / service	15
Satisfaction - Improve the service from the Council	15
Scheduler - Better at providing feedback and follow up calls	19
Scheduler - Better joined up approach with trades / services	9
Scheduler - Schedulers should advise if there is a delay due to awaiting parts	4
Other improvement comment	14

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Axis Complaints Summary 2014 – 2019

	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20 to date
Total Axis Stage 1	215	150	168	111	157	162
Total Axis Stage 2	10	5	2	7	9	8
Number of jobs completed in period	63,139	56,801	51,236	51,304	48,181	38,914
Axis Complaints as % of jobs completed Target is not exceeding 0.4%	0.34%	0.26%	0.33%	0.22%	0.33%	0.41%

Main areas of complaint trends	2018/19	2019/20 to date
Work not completed by our repairs service provider (Axis) and lack of feedback or follow up	79	87
Poor service – unhappy with how repair dealt with	24	15
Heating – delay due to awaiting parts or multiple visits to resolve problem	15	21
Repair or service request not complaint	15	10

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Agenda Item 9

REPORT TO:	STREETS ENVIRONMENT AND HOMES SCRUTINY SUB- COMMITTEE 4 February 2020
SUBJECT:	WORK PROGRAMME 2019-20
LEAD OFFICER:	Simon Trevaskis, Senior Democratic Service and Governance Officer- Scrutiny
CABINET MEMBER:	Not applicable

ORIGIN OF ITEM:	The Work Programme is scheduled for consideration at every ordinary meeting of the Streets Environment and Homes Scrutiny Sub - Committee.
BRIEF FOR THE COMMITTEE:	To consider any additions, amendments or changes to the agreed work programme for the Committee in 2019/20.

1. EXECUTIVE SUMMARY

- 1.1 This agenda item details the Committee's work programme for the 2019/20 municipal year.
- 1.2 The Sub-Committee has the opportunity to discuss any amendments or additions that it wishes to make to the work programme.

2. WORK PROGRAMME

2.1 The work programme

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

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

2.2 Additional Scrutiny Topics

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

2.3 **Participation in Scrutiny**

Members of the Sub-Committee are also requested to give consideration to any persons that it wishes to attend future meetings to assist in the consideration of agenda items. This may include Cabinet Members, Council or other public agency officers or representatives of relevant communities.

3 RECOMMENDATIONS

3.1 The Sub-Committee is recommended to agree the Scrutiny Work Programme 2019/20 with any agreed amendments.

3.2 The Sub-Committee is recommended to agree that topic reports be produced for relevant substantive agenda items in the future.

CONTACT OFFICER:

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Democratic Services and Governance
Officer- Scrutiny
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BACKGROUND DOCUMENTS:

None

APPENDIX 1

Work Programme 2019/20 for the Streets Environment and Homes Scrutiny Sub-Committee.

Streets, Environment and Homes Sub-Committee Work Programme 2019/20

Meeting Date	Item
2 July 2019	1. Update from Rail Service Providers
1 October 2019	1. Question Time: Cabinet Member for Clean Green Croydon 2. South London Waste Partnership Annual Review 3. Update on the Grounds Maintenance Service To include the outcomes of Service Review
17 December 2019	1. Sustainable Croydon, to include Climate Change and Air Quality 2. Housing and Homeless Strategy 3. Pre-Decision: Policy for Rental subsidy, rate relief and rents for community buildings
4 February 2020	1. Question Time: Cabinet Member for Homes & Gateway Services 2. Annual Review of Brick by Brick 3. Budget options for the Housing Revenue Account 4. Responsive Repairs Contract
17 March 2020	1. Question Time: Cabinet Members for Environment, Transport & Regeneration- Councillors Paul Scott & Stuart King (Job share) 2. Place Plan
28 April 2020	1. Housing (Topic TBC) 2. Climate Change Emergency 3. Housing strategy – post consultation 4. Update on Selective Licensing Scheme

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