

Housing Transformation Programme

There are eight workstreams in the Housing Transformation Portfolio:



1. Vision, Direction and Transformation Plan
2. Governance & Information Management
3. Customer Excellence
4. Long-term Home and Neighbourhood Planning
5. Asset Compliance
6. Maintaining our homes
7. People Development
8. Managing our Housing Need

Vision, Direction and Transformation



Workstream Outcomes:

- To have a clear vision and mission for the housing directorate which has been co-created with staff, residents and key partners.*
 - To have determined the challenges impacting service delivery and service failings and created a programme of transformation*
 - To create the governance structure to support effective delivery of the transformation programme and housing strategy*
 - To have set out in a housing strategy the strategic aims for the directorate over the next 3 - 5 years*
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Projects include:

1.1 Vision & Mission Setting: To conduct a Vision and Mission Setting exercise with customers, staff and key stakeholders to determine the direction and ambition of the housing directorate

1.2 Root Cause Diagnostic/Discovery: To complete an as-is assessment of the housing directorate to inform the transformation programme. To be completed by involving staff, customers and stakeholders

1.3 Housing Strategy: To compose a Housing Strategy which sets out the long term Strategic Aims of the Housing directorate taking into account the environmental and organisation constraints

1.4 HIP/Transformation Plan: To create a plan which identifies the different projects, initiatives, resources, costs, timeframes required to transform the housing directorate including Housing Needs.

1.5 High-level restructuring & recruitment: To conduct a review and restructuring of the Housing Directorate divisions following reviews of performance, operating practice and delivery to best deliver efficient and effective services to customers. To stabilise leadership at a senior level to deliver improvements and lead employees in transforming the service.

1.6 Governance structure for HTP: To determine an appropriate governance structure which provides assurance, audit and critical review of projects within the transformation programme, feeding into other organisational governance structures and overseeing the delivery of projects with appropriate VFM, engagement and efficiency challenge.

Governance and Information Management



Workstream Outcomes:

- *Clear performance KPIS are created linked to the Housing strategy, Tenant and to function-specific plans - these are then monitored effectively down through to officer objectives*
 - *Governance framework created to service members and stakeholders but also balance officer time*
 - *Resident involvement is purposeful and utilises voluntary time effectively*
 - *Financial information is robust with HRA ring-fenced appropriately, and charges applied for services delivered*
 - *Information on our services as a directorate are clear and easily understood in line with resident's charter*
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Projects include:

2.1 Revised Performance Framework and Business Intelligence: To devise and implement a Performance framework which sets out clear measures of performance for service areas and enables appropriate objective setting for staff, projects and initiatives with focus on customer services. To refine which KPIS are shared to improve business intelligence.

2.2 Internal governance review and re-set: To review and revise the internal governance of the directorate to instill a clear framework of accountability, oversight and challenge giving visibility to staff, senior leaders and managers within the directorate

2.3 Member & Stakeholder engagement review: To create an approach to member engagement which manages the needs of members and other key stakeholders whilst balancing the pressures of operational and strategic delivery for employees

2.4 Review of Tenant Involvement Structures: Review and improvement of tenant involvement in directorate governance to ensure that the time and contributions of involved tenants and leaseholders are used effectively

2.5 Financial governance review: Improved financial governance across the directorate, including:

*An audit and analysis of the distribution of HRA funding for Croydon, assessing delivery of recharged costs and ensuring HRA funding is ringfenced appropriately and according to statutory guidance.

*A review of charges for services "provided" to Leaseholders - exploring the "myth" of overcharging or whole charging

2.6 Website updating and cleaning: To review the information published on our website to ensure it is accurate, up-to-date and complies with our customer charter.

Customer Excellence



Workstream Outcomes:

To have implemented a new way of operating as a directorate which puts the residents at the heart of service delivery, engages with them effectively and respectfully meeting all expectations of the tenant involvement and empowerment standard.

Projects include:

3.1 Resident Charter development & delivery: To create, consult and deliver a Resident Charter which sets out the commitments made between the Housing directorate and its residents. To construct and deliver a plan to embed those commitments in the service so they are realised.

3.2 Resident Engagement Strategy: To create a strategy which sets out how resident's will be engaged in decision-making, information sharing, and consultation

3.3 Short-term Customer services Improvement plan: To create and implement a plan to provide additional support to tenancy services in the short-term prior to new tenancy service model

3.4 Customer Information review: To evaluate the information captured for customers, profiling customer information, ensuring characteristics are noted, profiles are used to inform communication channels and service delivery

3.5 Customer journey review: To co-review our resident's different pathways through the directorate to create/inform a new operating model. To evaluate the data we receive throughout the journey

3.6 New Tenancy Service Model: The creation of a new way of working/operating within the directorate and across the council to reflect our "customer at the heart" ethos

3.7 Customer Service Training: Design and implementation of a Customer Service Programme to transform customer interactions

3.8 Customer Learning & review of process: Review of the way complaints are received, processed, responded to and inform changes to service

3.9 "Stop Social Housing Stigma" Campaign: Becoming an active member of the Stop Social Housing Stigma Campaign - implementing recommendations to change the way tenants are perceived

3.10 Review of Consumer standards: Assessment against the four consumer standards to ensure compliance and best practice and implementation of action plan

3.11 Rent-setting consultation initiative: Engage with Residents and appropriate Resident groups to discuss options for Rent Setting 2023/24

3.12 Know our Neighbourhoods programme & Estate Inspections: To capture information on how neighbourhoods and communities work, infrastructure, demographics, trends in issues and ways to engage. To feed information into neighbourhood plans and make referrals to reactive repairs

3.13 Community development & inclusion programme: A programme to develop community links ensuring activities are programmed to develop a sense of community e.g youth, gardening, tidy-ups. Utilise community paybacks. To become BAU

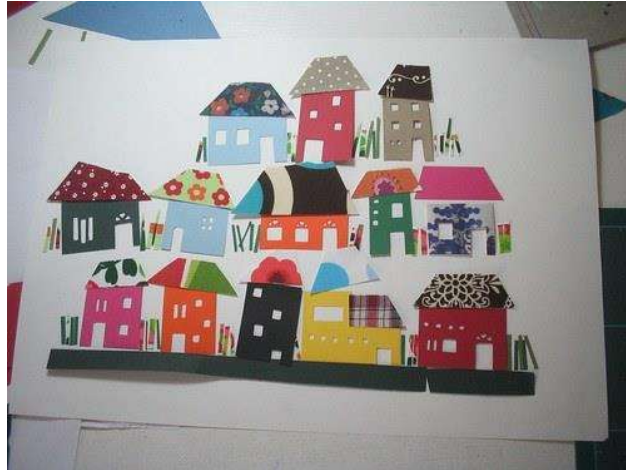
3.14 Customer Satisfaction standards: To review our measurement tools for customer satisfaction against the Tenant service standards

3.15 NEC Migration: Migrate processes and data from OHMS to NEC Housing in order to exploit the capabilities of a modern system presenting a single view of the customer. The relational database reduces data duplication and allows all service areas to share resident, property and repairs information.

Phase 1 of the project will migrate processes with minimal re-engineering but enabling additional automation and task allocation.

Phase 2 will provide more in-depth process mapping to take advantage of new technologies.

Long-term Home and Neighbourhood Planning



Workstream Outcomes:

To have created a longer-term plan for the management of Assets including Regina Road, LPS tower blocks and other potential regeneration sites. To have structured the Estates and Improvement division to deliver on the Asset Management strategy and Housing Strategy taking into account the Neighbourhood plans that deliver on a holistic view of our communities.

Projects include:

4.1 Resolution programme for Regina Road: To address the current unsatisfactory situation at the Regina Road estate where three ageing tower blocks require radical action to ensure modern social housing fit for the 21st century.

4.2 Resolution programme for LPS blocks: To address the future of the 13 other LPS blocks in Croydon, using information gained from the demolition of the three blocks at Regina Road.

4.3 Development of Asset Management Strategy: Asset Management Strategy will need to address 4.1 and 4.2. The remaining 26 tower blocks, and the medium- and low-rise housing (including sheltered housing) will need to be addressed in the Strategy. The Strategy will detail our long term plan for the management of our Council stock (as part of a ten-year rolling programme).

4.4 Estates and Improvement restructure: To review the structure of the Estates and Improvement function to ensure it delivers more effectively to: the Housing Improvement Plan and Building and Fire Safety Acts, Charter for Social Housing Tenants

4.5 Regeneration and New home programme: To develop a programme of borough wide regeneration and New Home build in line with Mayoral priorities

4.6 Creation of Neighbourhood Plans: Use of asset data and neighbourhood data to create plans based on a holistic view of our communities.

Asset Compliance



Workstream Outcomes: To develop a compliance service with a robust framework for ensuring compliance with legislative and regulatory standards, ensuring safe and compliant homes.

Projects Include:

5.1 Compliance plan for Fire Safety Act 2021: Creation of a plan to ensure compliance with Fire Safety Act 2021 and associated Fire Safety Regulations 2022

5.2 Compliance plan for Building Safety Act: Creation of a plan to ensure compliance with Building Safety Act, and ensure suitable registrations, certification and building safety cases are in place by relevant government deadline

5.3 Compliance audit: Review and update compliance policies & subsequent procedures Review and ensure policies and procedures are fit for purpose, compliant and keep residents safe

5.4 Compliance review against revised Decent Homes Standard: Ensure compliance with new Decent Home Standards (Currently in consultation review phase)

Maintaining our Homes



Workstream Outcomes: Delivered reactive maintenance of our assets to meet and exceed our obligations to the Home Standard, ensuring supply of homes is optimized for customers and income.

Projects Include:

6.1 Repairs re-procurement: To procure 3 new contracts for repairs, voids and heating. There will be 2 suppliers for repairs and voids; contract 1- 70% of the borough; contract 2- 30% of the borough. There will be one contract for heating maintenance.

6.2 Repairs Contact Centre: To in-source the repairs contact centre and to procure a new out of hours service

6.3 Repairs restructure and behaviour change programme: To have an effective, motivated and skilled workforce which is able to manage the new repairs contracts and deliver our capital and asset management programmes

6.4 Voids transformation: To clear the voids backlog. To reduce the void key to key turn around time and improve the quality of the service.

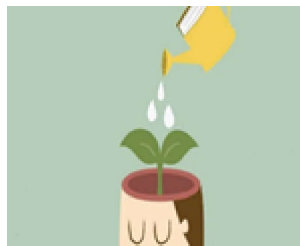
6.5 Disrepair transformation: To develop a fit for purpose approach in dealing with and remedying the issues of the disrepair cases and developing an approach to avoid cases being made by residents in the future through improving the conditions of properties and the processes around repairs and maintenance

6.6 Review of policies, procedures, business processes and customer journeys: To provide clear guidance on service delivery processes and expectations including from the perspective of the end to end customer journey

6.7 Review of Capital Delivery contracts: Assessment of how we deliver Capital investment projects

6.8 Targeted Approach to Damp and Mould: To reduce the instances and impacts of D&M

People Development



Workstream Outcomes: To create an engaged workforce with the right skills, effective leaders and an enabling culture to serve the customer well

Projects Include:

7.1 Culture & transformation discovery: To engage with staff and managers on their vision for the culture of the future, exploring the shortcomings of the culture today

7.2 Enabling high performing teams and setting behavioural expectations: To create a programme with an emphasis on "high performing" teams which have clear expectations of behavioural standards at the different levels of staffing groups and tying in with appraisals and 1-2-1s

7.3 Developing Staff capability: To undertake a skills audit and create a plan to develop the capability of staff and managers

7.4 Professionalising the service: To link in with the CIH professional standards to enhance the technical & behavioural competence of staff.

7.5 Housing Leaders programme: To create a leadership programme which elevates the skill sets and leadership styles of managers within the Housing directorate. Programme to focus on managers as enablers and leaders.

7.6 Talent acquisition: Apprenticeship/Graduate Programme/EVP: To implement and participate in the apprenticeship and graduate programmes to develop new talent in junior roles, providing fresh outlooks, new skills and contributions.

7.7 Talent Management: To identify and enable high potentials to develop in their career paths.

7.8 Elevating the employee experience programme: Creating a working environment where the culture is supportive, welcomes challenge and ideas for improving services. Recognises contributions and provides psychological safety

7.9 Employee Engagement, inclusion and community development: Development of communities of experts, staff groups and themes which enhance the collaboration across the directorate and the council as a whole

7.10 Intra-directorate communication and engagement: Development and implementation of an internal communication & engagement strategy for the Housing directorate

7.11 Changing Behaviour initiatives - New Operating model: Taking a focused approach to developing behaviours as part of working on the outputs from diagnostics, culture change workshops and customer surveys - to support the delivery of our new operating model

7.12 Recruitment campaigns to stabilise workforce following re-structures: To recruit to vacant roles following re-structures and redeployment to deliver enhanced services

7.13 Developing early leaders programme: Programme will also focus on growing talent into managerial roles, providing a range of tools and opportunities to grow internal talent

Managing our Housing Need



Workstream Outcomes: To proactively manage our Housing Needs Statutory Duty service requirements and deliver an efficient and effective service

Projects Include:

8.1 Housing Needs restructuring: To re-structure the Housing Needs service to improve the Council's early intervention and demand management. The re-structure will be underpinned by a Homelessness & Rough Sleeping strategy which will provide the strategic direction which drives the transformation projects.

8.2 Supported Housing review

8.3 DPS – Procurement of contracts: Purchase and commission a Dynamic Purchasing System to ensure Compliance of procuring contracts for TA acquisition

8.4 Homelessness Prevention and Rough Sleeping Strategy: To provide strategic direction to the homelessness service including the establishment of joint-working protocols with internal and external partners

8.5 Rough Sleeping transformation plan

8.6 Allocations policy review

8.7 Placements policy review

8.8 RSL Partnership: To improve governance of all relevant contracts and nomination agreements to maximise the properties the Council can use to move people out of temporary accommodation

8.9 Data Cleanse & Income Collection: To carry out occupancy checks of emergency and temporary accommodation. To provide accurate information on the reasons for accommodating households