

**HOUSING STRATEGY DELIVERY PLAN 2023-2028 YEAR ONE/TWO JAN 23-APRIL 25***TARGETS FOR YEAR ONE -TWO***KEY THEMES**

<i>PRIORITY 1</i>	LISTEN TO OUR RESIDENTS AND PROVIDE GOOD HOUSING SERVICES
<i>PRIORITY 2</i>	WORK WITH OUR PARTNERS, RESIDENTS AND LANDLORDS TO ENSURE THAT HOMES IN THE BOROUGH ARE SAFE, SECURE AND ENERGY EFFICIENT
<i>PRIORITY 3</i>	ENABLE PEOPLE TO LEAD HEALTHY AND INDEPENDENT LIVES IN THEIR HOMES AND COMMUNITIES
<i>PRIORITY 4</i>	MAINTAIN THE SUPPLY OF AFFORDABLE HOMES THAT MEET THE DIVERSE NEEDS OF RESIDENTS IN CROYDON
<i>PRIORITY 5</i>	WORK WITH OUR PARTNERS AND THE LOCAL COMMUNITY TO MAKE THE BEST USE OF RESOURCES AND MANAGE THE DEMAND FOR HOUSING RELATED SERVICES

Service area	Task	Target/Action	Lead	Theme	RAG	Progress
<b>1. ALL COUNCIL</b>						
<b>Data Collection</b>	Collect information that records the diverse needs of tenants and leaseholders.	Improve collection of profiling data by 5% annually	ML	1,3		
		Carry out EIA on 1 service area based on profiling information	LA	1,3		
	Improve upon accuracy of performance information	DLUHC stats are credible by Q3 24/25	DM/BCT	1,3		
		KPI's compare with medians in Housemark and London Council standards	LA	1,2		
	Providing benchmark info from DLUHC ,Housemark and London Councils	Quarterly London wide reporting from key services	LA	1,2		
<b>Complaints and learning</b>	Improve Complaints service and tackle backlog.	Improve satisfaction with handling complaints to 27% by September 2024	LA/SR	1		
	Improve turnaround time of complaints in line with Housing Ombudsmen Complaint Handling Code	TBA	LA/SR	1		
	Carry out annual quality assurance audit of complaints	Annually	LA.SR	1		
	Demonstrate learning from complaints embedded into service improvement	Complaints Learning reviews -Quarterly	LA.SR	1		

	Carry out customer journey exercise on key services	Rent payment Q4 23/24	ML	1		
<b><i>Council and Voluntary Partnerships</i></b>	Partnership with Housing Association	Set up a Housing Association Group liaison group Q4 24/25	DB/SJ	1,4		
	Liaison with Private Sector Landlords	Landlord Forum-to be run 3 times a year	DB/SJ	1,4		
	Liaison with Voluntary, Community and faith sectors	Bi-annual	BCT/HK/SJ	1,3,5		
	Liaison with specialist sectors	Develop bi-annual sub-groups to the homelessness forum which concentrate on best practice in Mental Health, Drugs and Alcohol, Domestic Violence and Young People and Carers	BCT/HK/SJ	1,3,5		
<b><i>Anti-Social Behaviour and Domestic Violence</i></b>	Tackle ASB in our community in liaison with Community Safety	Satisfaction with the Landlord's approach to handling anti-social behaviour-60% by 2024	ML, SSP/Com Safety	1,5		
	Develop a Landlord ASB policy.	Q4 23/24	ML	1,3,5		
	Tackle Domestic Violence by working in partnership with the Family Justice Centre	Satisfaction with the Service		1,3		
	Develop a Landlord Domestic Violence Policy	Q4 23/24	FJC, Hsg			
<b><i>Inter-departmental working</i></b>	Work with Social Services in delivering	Deliver the objectives set out in the protocol-Annual review	CS/BCT	1,3,5		

	JointChildrens Safeguarding protocol					
	Work with Public Health Adult Social Services and Education.	Liaison meetings TBA	TBA	3,5		
<b>Review the operating model of the housing directorate</b>	Review the operating model of the housing directorate	Agree a new structure by Q4 24/25	LA	1		
	Consult with Staff, residents and Members on service requirements	Consultation events By Q2/3 24/25	ML	1		
<b>Contribute to achieving Mayor's objective to lead action to reduce carbon emissions in Croydon</b>	Ensure Council's housing contractors comply with Mayor's net zero objectives	<i>To be determined</i>	JA	1,2		
	Retrofit of existing homes comply with sustainability objectives	To be confirmed		2		
	Carry out greening initiatives on Council estates	To be confirmed	ML	1,3		
	EPC performance in Private and Social Housing Sector.	C or better by 2028	KH	2		
<b>Customer services and Communication</b>	Review Website and Housing Comms	Q4 24/25	KE	1		
	Explore digital solutions for key services	Review with proposals by Q4 24/25	DM	1		
<b>Service area</b>	<b>Task</b>	<b>Target/Action</b>	<b>Lead</b>	<b>Theme</b>	<b>RAG</b>	<b>Progress</b>

<b>2) HOUSING REGENERATION AND NEW BUILD</b>						
<i>Supplying new homes</i>	Achieve London Mayoral targets 2019 to 2028	2,079 per year /20,790 over 10 years	Planning	4		
		Maximise affordable homes above 16%-22/23 figures.	Housing /Planning	4		
<i>Supply new affordable and social housing for Croydon residents</i>	Regeneration of Regina Road on target.	First completions in Q4 26/27	RB	4		
	Carry out audit and Option appraisal of Council land including garage sites	Q2 25/26	DB	4		
	Prepare a Regeneration and New Homes Policy	Q3/4 24/25	DB	4		
	Prepare a New Build programme post Regina Road.	Q4 25/26	DB	4		
	RTB buyback scheme	TBA	DB	4		
	Review/Option Appraisal of Sheltered Accommodation	Q4 24/25	DB/SJ	4		
<i>Managing homes more effectively</i>						
	Carry out tenancy audits of Social and Temporary Housing and increase recovery action against fraud	Council tenancies 10% a year	ML	1,4		
		Temporary Housing- 100% by Q2 24/25	EK	4		

	Prioritise those seeking to move and are under-occupation	Review in allocations scheme/Under occupation policy Q3 24/25	HK/SJ	1,4		
		Comms campaign Q3 24/25	KE	1,4		
	Tenancy Sustainment	Vulnerable persons visits to Council homes	ML	1,4		
		Private Sector referrals via social services	NGL	4		
	Identify Council properties for extension or knock through.	For review Q4 24/25	KH/DB	4		
<b>Service area</b>	<b>Task</b>	<b>Target/Action</b>	<b>Lead</b>	<b>Theme</b>	<b>RAG</b>	<b>Progress</b>
<b>3 PRIVATE SECTOR</b>						
	Update financial penalties policy	Q1 24/25	NGL	1		
	Update policy on issuing HMO licenses.	Q3 24/25	NGL	1		
	Update of enforcement policy	Q4 24/25	NGL	1		
	Carry out stock condition survey of Private Rental Sector properties	1,000 properties by Q3 24/25	NGL	1,2		
	Inspections of Licensed HMO's.	----- Per annum	NGL	1,2		
	Recruit to expand team to 14 including Fire safety and Building Safety Officer Post	Q2 24/25	NGL	1		
<b>Service area</b>	<b>Task</b>	<b>Target/Action</b>	<b>Lead</b>	<b>Theme</b>	<b>RAG</b>	<b>Progress</b>
<b>4 HOMELESSNESS AND ROUGH SLEEPING</b>						

<b>Customer services</b>	Agree a Customer Service promise for service users	Q4 24/25	HK/SJ	1		
<b>Housing Allocations</b>	Agree new Housing Allocations Scheme and review the situation of families who are over-crowded.	Q3 24/25	HK	1		
	Croydon CBL charges in place for HA nominations	Q4 24/25	HK	1		
<b>Homelessness</b>	To reduce the % of those being accommodated as a portion of overall homelessness applications to London norms.	Q 4 25/26	BCT/HK	1,3		
	To complete the reorganisation of housing needs	Q1 24/25	BCT/HK	1		
	To deliver the benefits of the dynamic purchasing system for procuring temporary housing	Q1 24/25	1BCT/HK	1		
	To produce the new homelessness and Rough Sleeping strategy and agree at Cabinet	Q1 24/25	BCT/SJ	1.3		
	To produce a new Temporary Housing Strategy	Q4 24/25	HK	1,3		
	Review of supported housing	Q\$ 24/25	BCT	1,3		
	Deliver preventative approach to vulnerable residents	DULUC figures improve to London norms in terms of prevention. DULUC data available with regards to mental	BCT, HK	1,3		

		health, DV, Drugs and Alcohol				
<b><i>Rough Sleeping</i></b>	Reprocure Rough Sleeping Contracts	Q2 24/25	BCT/LF	1,3		
	Maintain performance on No 2 <sup>nd</sup> Night Out	80% No 2 <sup>nd</sup> night out	BCT/LF	1,3		
	Work with Safer Street Partnership in reducing the 15% who leave their accommodation and return to the Streets.		BCT/LF	1,3		
<b>Service area</b>	<b>Task</b>	<b>Target/Action</b>	<b>Lead</b>	<b>Theme</b>	<b>RAG</b>	<b>Progress</b>
<b>5 REPAIRS AND MAINTENANCE</b>						
<b><i>Statutory and Legislation</i></b>	To comply with the Regulators Health and Safety Quality Standard	September 25	NOR/KH/	2		
	To implement the Fire Safety Act	Q4 24/25	NOR	2		
	To implement the Building Safety Act	Q4 24/25	NOR/KH	2		
	To complete surveys of the LPS blocks	Q3 24/25	NOR	2		
<b><i>Stock condition</i></b>	To conduct a rolling programme of stock condition surveys	Q3 23/24	KH	2		
	To complete the Asset Management Strategy	Q1 24/25	KH	2		
	To set out a Cyclical and Planned Maintenance programme	Q1 26/27	KH-NOR	2		
	Respond to Damp and Mould reports	100% responded to in 6 days. Category 1 in 24 hours	JA	2		



<b>Reducing the backlog</b>	Resetting the Repairs and Maintenance budget to include inflationary increases since 2013	Q1 24/25	JA	2		
	To reduce disrepair claims against the Council	Clear 350 cases in 2 years	JA	2		
<b>KPIs</b>	To improve resident satisfaction with repairs	Achieve 70%- by –Sept 2024	KT/JA	1,2		
	Appointments made and kept	80% by March 25	JA	1,2		
	Key Maintenance indicators on gas safety and fire safety	100% on gas safety- Sept 24 100% on Fire Safety Checks Q4 24/25	KT/NOR	1,2		
<b>Social Value</b>	Work with contractors and residents to deliver the Mayor's Social Value commitments on Croydon estates	Wates, Mears and K and T to deliver 22 projects annually which seek to provide diversionary activities to young people becoming involved in crime	GS	1,5		
<b>Service area</b>	<b>Task</b>	<b>Target/Action</b>	<b>Lead</b>	<b>Theme</b>	<b>RAG</b>	<b>Progress</b>
<b>6 HOUSING MANAGEMENT</b>						
<b>Statutory and Legislation</b>	Prepare a strategy to respond to the requirements of professionalisation of housing services	Q4 23/24	ML/LA	1,2		
	Ensure that RSH four consumer standards are met	Q2 24/25	ML/LA	1,2		

<b>Income Collection</b>	Rental income	95% Rent collected as % of rent due including arrears	ML	1,		
	Service Charge income	Collect 96 % of service charge income by 23/24	ML	1,		
	Hardship fund	Distribute 100% in financial year	ML	1,		
<b>Void</b>	Average relet time for all properties	40 days September 2024	ML	1,2		
	Reduce backlog by 2024 -- --	TBC	ML	1,2		
<b>Estate Management</b>	Regular Estate Inspections inc resident attendance	-Inspections on schedule	ML	1		
<b>KPI's</b>	Satisfaction that the Landlord keeps communal areas safe and clean	65% by March 25	ML	1		
	Satisfaction with the Landlords approach to handling ASB	48% to 65% March 2025	ML	1		
	Satisfaction that the Landlord listens to tenants' views and acts upon them	50% by March 2025	ML	1		
Resident engagement	Encourage greater resident participation in Croydon Housing	Develop a menu of consultation options for tenants and leaseholders.	ML	1		
		Develop new Tenant and Leaseholder TRAs	ML	1,4		
		Embed resident engagement and consultation in all service and strategic development which impact on residents	All/LA	1		

