

Housing Transformation Programme progress

Update to TLP

Lara Ashley

Vision, Direction & Transformation Plan for the directorate

Workstream Outcome	Live Projects for February 2024	Workstream Lead	Timeframe	Project progress since July 2023
<p>A Vision & Mission is developed which provides strategic direction for the directorate and is informed by an understanding of issues affecting the directorate.</p> <p>The Transformation of the directorate is governed and resourced appropriately.</p> <p>A Housing Strategy which embeds the transformation of the directorate into BAU is developed and implemented</p>	1.3 Housing Strategy	Lara Ashley/Simon James	December Cabinet 2023	The Housing Strategy and its accompanying delivery plan were passed at Cabinet on 6th December and were approved by Full Council on 13th December. Now complete
	1.5 High Level restructuring and recruitment	Susmita Sen/Lara Ashley	October 23+	<p>We have recruited to two of the five permanent Director posts. These are the Director of Housing – Neighbourhood Management and the Director of Housing - Homelessness and Temporary Accommodation. We have also recruited an interim Director of Housing – Compliance, Asset Management and Repairs.</p> <p>Recruitment is ongoing for the two remaining Director posts:</p> <p>Director of Housing - Development and New Supply</p> <p>Director of Housing – Performance Change and Customer Learning.</p>

Governance & Information Management

Workstream Outcome	Live Projects for February 2024	Project Lead	Timescale	Project Progress since July 2023
To develop a robust framework for effective governance of the directorate to ensure accountability, high performance, and effective financial and information management	2.6 Website Update	Vicky Boateng	Aug 2023 – April 24	Work is ongoing with CDS and our contractors to ensure information is reviewed, helpful and provides guidance to our residents on how they can support themselves with everyday easy to resolve matters. This will include videos that customers can watch to independently carry out maintenance tasks at home.

Customer Excellence

Workstream Outcome	Live Projects for February 2024	Project Lead	Timescales	Project Progress since July 2023
To have implemented a new way of operating as a directorate which puts the residents at the heart of service delivery, engages with them effectively and respectfully meeting all expectations of the tenant involvement and empowerment standard.	3.2 Resident Engagement Strategy	Mary Larbie	April 2024	The Strategy Framework and Delivery Plan was developed with residents and staff during January 2024, and is to be presented to Cabinet later in the Spring. The initial target for February Cabinet was changed to allow for additional consultation.
	3.4 Customer Information Review	Vicky Boateng	June 2023 +	Data gaps in NEC have been identified and the tenancy audit form has been updated in order to better capture tenant information. A revised occupancy check form is now in use. A review of all tenancy information on the website is nearing completion – design of new information channels in progress. The contact centre telephone script is being updated to help us capture more customer information.
	3.5 Customer journey review (online)	Vicky Boateng	June 2023 – June 2024	Tenancy Services Subject Matter Experts (SMEs) have reviewed a range of webpages and Leasehold SMEs have re-reviewed the Leasehold pages. Once these reviews have been completed, we will engage customers to access and test the live web pages, ensuring that they are fit for purpose and make any further amendments to these as required.
	3.7 Customer Care Training Programme	Lara Ashley	May 2023 +	The discovery stage has now been completed for the Customer Care programme and we are now in the design stage. A pilot is scheduled for March 2024. Launch of programme in May 2024
	3.8 Customer Learning & Review of Process	Lara Ashley/ Samira Rashid	September 2023	In January 2024 we updated our complaints policy and compensation guide to ensure it meets the standards set by the Housing Ombudsman. We also completed a self-assessment against the Complaint Handling code and published our findings. Concerted effort to clear backlogs and set new standards in response

Susmita Sen

Customer Excellence

Live Projects for February 2024	Project lead	Timescales	Progress since July 2023
3.9 Stop Social Housing Stigma	Mary Larbie	February 2023 - TBC	<p>Stop Social Housing held a presentation in November to highlight the work that has been done in 2023 on the campaign. Work has been ongoing with Universities of Durham, Sheffield, TPAS and the CIH since last year. LBC have applied for grant funding. The Universities, CIH and TPAS are collaborating effectively on this with LBC.</p> <p>The purpose of the grant application to DLUHC is to develop a sector-wide pledge to tenants and a toolkit which supports local partnership of tenants, landlords, their partners, contractors and suppliers, to address social housing stigma locally.</p>
3.12 Know our Neighbourhoods Programme & Estate Inspections	Mary Larbie	July 2023 – Aug 2024	<p>146 Estate Walkabout / inspection forms completed by Operations Managers and Tenancy Officers using the Photobook app. User Acceptance Testing demonstrations were organised in January and February with Tenancy Officers, and Operation Managers to test new Tenancy Visit, Occupancy Check and Succession Processes on NEC</p> <p>A Croydon Housing Estates Services photobook is nearing sign off, this was co designed with residents and sets out expected standards of cleaning, caretaking and ground maintenance.</p>
3.16 NEC product development	David Mynors	October 2023 +	<p>The NEC Housing system was implemented in mid-2023 and issues that arose since go live have largely been addressed. Phase 2 of the NEC housing system is in the final stages of planning and resourcing. Several of the compliance activities, are being automated and work has commenced. In addition the first system upgrade (to comply with contact terms for NEC support) was completed in January 2024.</p>

Long-term Homes & Neighbourhood Planning

Workstream Outcome	Live Projects for February 2024	Project Lead	Timescales	Workstream Progress since July 2023
<p>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.</p>	<p>4.1 Regina Road</p>	<p>Robin Smith</p>	<p>2022 - 2032</p>	<p>GLA Deputy Mayor for Housing visited in November and a bid for GLA funding has been submitted. GLA advise that LBC should obtain planning permission for all grant aided homes, together with a delivery strategy.</p> <p>Architects and design team have been appointed. Procurement of quantity surveyor, Employer's agent and balance of design team is progressing. Procurement of main contractor is being scoped.</p> <p>Start on site is with the demolition of tower block nos 1-87 proposed for later this year.</p>

Long-term Homes & Neighbourhood Planning

Live Projects for February 2024	Project Lead	Timescales	Workstream Progress since July 2023
4.2 Resolution Programme for LPS Blocks	Niall O'Rourke	2022-2032	In person resident engagement meetings were held with all 15 LPS blocks between Summer and Winter 2023 and confirmed summary findings to residents. We have instructed a structural engineer to commence surveys of the blocks and upon receipt of findings, we will undertake further resident engagement meetings.
4.3 Development of an Asset Management Strategy	Kevin Hartshorn	2023 - 2033	Following resident engagement meetings, we have prepared a draft Asset Management Strategy for Cabinet approval in April 2024. The strategy details our long-term plan for the maintenance of our stock. We have completed 34% of our stock condition surveys and we are on track to deliver 40% by 31 March 2024. Stock condition surveys will continue with the aim of completing a further 20% by 30 September 2024, and a rolling 20% every year thereafter.
4.4 Estates and Improvement restructure	Sue Hanlon	To April 2024	The purpose of this restructure is to redesign the way in which the Housing Assets are managed, repaired, invested in and meet all applicable compliance standards. Our new Interim Director of Asset Management and Repairs is reviewing the restructure and design conversations are ongoing.

Asset Compliance

Workstream Outcome	Live Projects for February 2024	Project leads	Timescales	Workstream Progress since July 2023
A robust framework to ensure compliance with legislative and regulatory standards.	5.1 Compliance plan for Fire Safety Act 2021	Niall O'Rourke	December 2022 - TBC	Initial responses and arrangements are in place against all the requirements. We are continuing to work on improving our data, for example, improving building floor and block drawings and surveying HDB with external wall systems. We have updated our fire safety information for residents and are updating information on our website.
Full compliance with legislative and regulatory standards to deliver safe and compliant homes	5.2 Compliance plan for Building Safety Act 2022	Niall O'Rourke	October 2022 - TBC	All High-Risk Buildings were registered with the Building Safety Regulator by the October 2023 deadline. We have commenced procurement activities for a range of consultancy support to meet the requirements of the Building Safety Act. This includes fire & structural engineers/building surveyors and specialist contractors. We will develop compliance programmes that focus on meeting statutory and regulatory requirements, collecting robust data which supports keeping our residents safe.

Maintaining Our Homes

Workstream Outcome	Live Projects for February 2024	Project Leads	Project status	Workstream Progress since July 2023
An effective, value-for-money approach to responsive repairs that delivers good customer service and ensures our assets meet and exceed the Home Standard.	6.1 Repairs re-procurement	Jerry Austin	March 2023 - Dec 2023	This project has now been completed. It is being reported as part of Phase 2 of the NEC project.
	6.2 Repairs Contact Centre	Jerry Austin	March 2022 - August 2023	LBC's in-house repairs contact centre went live on the 1 August 2023 and this project is complete. Stabilisation of this service is reported in project 6.9
	6.3 Repairs Restructure and change	Lara Ashley/Jerry Austin	August 2023 +	This project aims to ensure an effective, motivated and skilled workforce which can manage the new repairs contracts and deliver our capital and asset management programmes. The design of the restructure is being finalised. Our new Interim Director of Housing Assets and Repairs is reviewing operating activities, in preparation for the implementation of a new operating structure. We are also mapping new ways of working to ensure governance is well managed and have introduced a new competency model.
Turnaround times for void properties maximise income and relieve pressure on housing register which reduces wait-times for applicants.				

Maintaining Our Homes

Live Projects for February 2024	Project Leads	Project status	Workstream Progress since July 2023
6.4 Voids Transformation	Mary Larbie	June 2022 - TBC	<p>Following stakeholder consultation of the Void Policy by attendees of the weekly voids meeting group, it has since passed review from subject matter experts and the Legal team. The Policy is now awaiting review from residents.</p> <p>Following consultation with residents, the revised Voids Lettable Standards have been agreed. Following agreement with energy suppliers, new tenants will be supplied with credit on their meter following their sign up to properties. This agreement will also enable maintenance works to begin immediately once the property becomes void as power will be restored in an empty property without unnecessary delays.</p>
6.5 Disrepair transformation	Tristan Hemsley	Jan 2023 +	<p>We are increasing the capacity of the Disrepair Team and repair contractors to clear a backlog of claims by 31 March 2025. New KPIs have been developed and active case monitoring is in place.</p>

Maintaining Our Homes

Live Projects for February 2024	Project Lead	Timescales	Workstream Progress since July 2023
6.6 Review of policies, procedures, business processes and customer journeys	Fiona Harding	2023- 2025	<p>Over 50 Housing Policies have been identified that will require development, 29 have been drafted and are under review with subject matter experts and the Legal team. These included Tenancy Management policy, Void Management Policy, the Decant Policy, and six important Health and Safety Policies: Asbestos Management, Fire Safety, Electrical Safety, Gas Safety, Lift Safety, and Water Hygiene.</p> <p>23 key policies that impact service delivery have been identified and are being reviewed by residents that have volunteered to support our policy development.</p>
6.7 Review of capital delivery contracts	Sandra Lewis	Jan 2023 - December 2023	<p>An independent company has been engaged to undertake this review of our Capital Delivery Contract with the aim to analyse the customer journey, customer satisfaction and areas for service improvement.</p> <p>Feedback sessions were held on 1st Feb with tenants and leaseholders who have received works to their homes, properties or estates in the last 12 months to understand the resident experience of the contractor's service.</p>
6.8 Targeted approach to damp and mould	Tristan Helmsley	Ongoing	<p>Capacity for dealing with damp and mould has been increased through onboarding of additional specialist contractors to ensure cases can be reviewed and addressed within our target times.</p> <p>New template agreed with contractors to return consistent data to build accurate picture of damp and mould within Croydon housing stock.</p> <p>A revised Void Lettable Standard specification has developed to ensure presence of damp and mould is addressed at this stage.</p>

Maintaining Our Homes

Live Projects for February 2024	Project Lead	Timescales	Workstream Progress since July 2023
6.9 Repairs Contact Centre Stabilisation	Sue Hanlon/Lara Ashley	December 2023 – June 2024	Previously the repairs contact centre was outsourced and data and trends were unavailable at the end of the contract. Volumes have been a lot higher than expected, causing some pressure to the team. The repairs contact centre has also experienced challenges with the new system, staff turnover and training gaps. All these issues have been identified and are being overseen by the transformation change lead and interim director of assets and repairs. Recruitment has taken place to stabilise the workforce and to raise the standards of the service.
6.10 Asset Register and Management review	Rachel Khan	January 2024 – September 2024	This project is designed with the objective of reviewing and setting out the data governance of asset information and ownership throughout the housing directorate and the wider organisation. Project is new and just started.

People Development

Workstream Outcome	Live Projects for February 2024	Project Lead	Timescales	Workstream Progress since July 2023
<p>To proactively manage our culture, our development as a directorate and enable our workforce to deliver excellence to our customers, partners and each other.</p> <p>To create an engaged workforce with the right skills, the right leaders and an enabling culture to serve the customer well.</p>	7.2 Enabling high-performing teams and setting behavioural expectations	Lara Ashley	October 2022 – April 2024 and beyond	Competency model used for recruitment of posts and will be integrated into Appraisals for 24/25. Change management sessions are being designed to support the changes within the directorate and establish standards in the way we work. This plan will include team building sessions, standard setting sessions; engagement activities; training needs analysis, housing induction and creating “Housing Manager” guides
	7.6 Talent Acquisition	Lara Ashley	Ongoing	Talent acquisition is ongoing. We are part of the apprentice programme and Graduate scheme. We are also collaborating with Croydon Works on engaging local residents with routes back to employment.