

# Housing Transformation Programme progress

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February 2025

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# Vision, Direction & Transformation Plan for the directorate

Outcome: A Vision & Mission is developed which provides strategic direction for the directorate and is informed by an understanding of issues affecting the directorate. The Transformation of the directorate is governed and resourced appropriately. A Housing Strategy which embeds the transformation of the directorate into BAU is developed and implemented.

Live Projects for January 2025	Workstream Lead	Timeframe	Project progress
1.5 High Level restructuring and recruitment	Susmita Sen/Lara Ashley	October 23+	<p>The senior leadership team has been stabilised. We have not successfully recruited to the position of Director of Housing Regeneration following a search. We will be going out to specific recruitment agencies to attempt to recruit to this post.</p> <p>We have also recruited for all the Head of Service positions across the directorate.</p> <p>The restructure of services within the directorate is moving forward. We are actively recruiting to all areas within the directorate on a perm basis where we have stabilised the structural need.</p>

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# Governance & Information Management

To develop a robust framework for effective governance of the directorate to ensure accountability, high performance, and effective financial and information management

Live Projects for January 2025	Project Lead	Timescale	Project Progress
2.6 Website Update	Fiona Harding and Emerald McLaughlin	April 2024- September 2024	All the Housing webpages have been reviewed and are being updated. The updates are being informed and approved by Subject Matter Experts (SMEs) and submitted to Croydon Digital Service for completion. The Homelessness webpages have been redesigned with the user experience in mind. The Homelessness and Housing advice application has been prefaced with information about the process and what to expect.
2.7 Assessment against RSH New Consumer Standards	Paul Davey/Emerald McLaughlin	Aug 2023 –Sept 24	Two external providers have completed an assessment of compliance against the Voluntary Undertaking and delivered positive feedback on progress to Croydon in December.
2.8 Development of Practice Library	Fiona Harding	Mar 24 – Nov 24	The SharePoint Housing Hub framework has been developed and agreed. Directors have been invited to review and provide their feedback on the design. Progress is being made to populate it effectively.

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# Customer Excellence

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.

Live Projects for January 2025	Project Lead	Timescales	Project Progress
3.2 Resident Engagement Framework	Mary Larbie	June 2024	The Resident, influence, Transparency and Accountability Strategy Framework and Delivery Plan was approved at Cabinet and Full Council in June 2024. Plans are developing for implementing the structures formally set out. We have recruited to the Customer Influence and Assurance Panel and have held the first meeting. A training plan has also been developed.
3.4 Customer Information review	Vicky Boateng/ Alex Asare-Moore	June 2023+	<p>Work to gather and review existing data on residents is ongoing and central to the quality of tenancy data.</p> <p>Records of when properties last had an occupancy check carried out have been added to reporting to ensure a targeted approach. This is a rolling programme.</p> <p>Processes in the contact centre, allocations, lettings and tenancy teams are currently being reviewed to ensure that data is captured (and updated if necessary) from residents at all points of contact. An audit of the NEC access permissions is due to begin to ensure that staff can appropriately update resident details.</p>

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# Customer Excellence

Live Projects for January 2025	Project Lead	Timescales	Project Progress
3.5 Customer journey review (online)	Vicky Boateng	June 2023 – June 2024	Complete
3.7 Customer Care Training Programme	Lara Ashley	May 2023 +	The initial roll out has been completed. An embedding programme is underway.
3.8 Customer Learning & Review of Process	Lara Ashley/ Andrea Ware	September 2024 – March 2025	<p>We have completed a review of the complaints service. A complaints improvement plan and accompanying report has been written including consultation with residents and input from the corporate complaints team. Additional resources and a new structure have been agreed in addition to system changes. A compensation policy has been drafted and is awaiting approval. We are reviewing all compensation offers at stage two to ensure they are in line with Housing Ombudsman Guidance.</p> <p>A sub project has been initiated to formalise the framework for learning from complaints. We have compared ourselves against best practice frameworks and have included this in the improvement plan.</p>

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# Customer Excellence

Live Projects for January 2025	Project Lead	Timescales	Project Progress
3.9 Stop Social Housing Stigma	Mary Larbie	February 2023 - TBC	We have liaised with the organisation and scheduled an event to go through the pioneer journey. After significant interest, we are currently working on increasing the number of residents recruited to attend workshops.
3.10 Review of Consumer Standards	Cathy McCarthy	Sept 24 – Mar 25	We continue to review the published judgements of inspections and regulatory engagement to keep abreast of key issues identified by the RSH in C1 and C3/4 landlords, feeding these back into improvement plans and projects.

# Customer Excellence

Live Projects for January 2025	Project Lead	Timescales	Project Progress
3.12 Know our Neighbourhoods Programme & Estate Inspections	Mary Larbie	July 2023 – Aug 2024	Estate inspections for the next quarter are now advertised on the website and are ongoing. The tall buildings have been visited as part of the tenancy inspections. We have sent out fire safety letters to all tenants in tall buildings and we are in the process of completing the requested PEEPs for residents who have self-identified as unable to self-evacuate.
3.16 NEC Post Go-Live Product Development	David Mynors	May 2024 – April 2025	<p>Significant changes have been made to improve the customer journey for housing register applicants and to improve the online homelessness application form. Officers can create and manage Personalised Housing Plans, and customers can view and update them online.</p> <p>The rents interface has been updated to include void rent loss and placements accounts so that all information is transmitted to the Oracle finance system.</p> <p>A properties and people report has been developed that lists all property records in NEC Housing, showing the current tenants or leaseholders and some of the key data held on them.</p>

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# Long-term Homes & Neighbourhood Planning

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.

Live Projects for January 2025	Project Lead	Timescales	Project Progress
4.1 Regina Road	Frank Klepping	2022 - 2032	<p>The Council has appointed architects and a multidisciplinary team (of engineers and subconsultants) to progress a planning application and preparation toward a build programme.</p> <p>Residents have vacated block 1-87 Regina Rd which provides part of the required space to build the first phase. A number of tenants and leaseholders remain in the adjacent maisonettes (89-123 Regina Road) and officers are actively working with them to secure their next home.</p> <p>The Phase 1a &amp; 1b demolition contractor procurement process has concluded and the contract has been signed with the successful contractor, Colemans. Colemans has taken possession of the Block 1-87 Regina Rd site to progress demolition.</p> <p>Resident engagement continues with public/community consultation on new build design plus monthly Resident Working Group meetings taking place covering a range of subjects such as demolition, design, community and play spaces, and estate security.</p> <p>The submission of a high-quality planning application is a crucial part of the Regina Road Project but there remain a number of other critical actions being progressed such as obtaining vacant possession, community engagement, demolition, and preparing for the procurement of a main build contractor.</p>

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# Long-term Homes & Neighbourhood Planning

Live Projects for January 2025	Project Lead	Timescales	Project Progress
4.2 Resolution Programme for LPS Blocks	Paul Coffey		<p>Final surveys were undertaken in November 2024 and reports have been received w/c 3rd Feb.</p> <p>Capital PCC will continue with development of the Structural Safety Case for 1-87 Regina Road, followed thereafter by the other 15 LPS blocks.</p> <p>Detailed structural information has been shared by our investigative engineers with the Regeneration Team and engineers of the contractor, to inform the appropriate approach ahead of works.</p> <p>Stage 2 recommendations on existing LPS blocks are expected by the end of March 2025. This will be in conjunction with all surveys completed in this period to help inform those recommendations.</p> <p>We are expecting these 15 occupied LPS blocks to be called up by the Building Safety Regulator to submit our Safety Case Reports as part of the application of the Building Assessment Certificate, and we are working on completing these in advance.</p>

# Long-term Homes & Neighbourhood Planning

Live Projects for January 2025	Project Lead	Timescales	Project Progress
4.3 Development of an Asset Management Strategy	Boe Williams		The stock condition survey is now 70% complete. WE are working towards our next milestone of 80% by end of March. The HRA Budget and Business plan are going to Cabinet in February 2025
4.4 Estates and Improvement restructure	Sue Hanlon		The purpose of this restructure is to redesign the way in which the Housing Assets are managed, repaired and invested in and to meet all applicable compliance standards. Changes have already taken place with a dedicated Damp and Mould Team and an increased Fire Safety and Building Safety Team. The broader re-structure of this directorate will be reported in project 1.5.

# Asset Compliance

A robust framework to ensure compliance with legislative and regulatory standards.

Full compliance with legislative and regulatory standards to deliver safe and compliant homes

Live Projects for January 2025	Project leads	Timescales	Project Progress
5.1 and 5.2 Compliance plan for Fire Safety Act 2021 and Compliance plan for Building Safety Act 2022	Paul Coffey	December 2022 - TBC	<p>Continuing to make significant progress on closing high, medium and low risk actions, with set milestones being achieved on older actions. Our internal teams are continuing with their inspections of flat entrance doors and fire safety within our communal blocks.</p> <p>We submitted our first Building Safety Case to the Building Safety Regulator in November 2024 and are awaiting their determination and feedback. We are continuing to prepare building Safety Case Reports which include our 15 occupied LPS buildings.</p> <p>We are procuring fire and building safety contractors and anticipate contracts being awarded in Summer 2025.</p> <p>We are continuing with our resident engagement events for our High Rise buildings and are working with colleagues to update the information held in Personal Information Boxes.</p>

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# Maintaining Our Homes

An effective, value-for-money approach to responsive repairs that delivers good customer service and ensures our assets meet and exceed the Home Standard. Turnaround times for void properties maximise income and relieve pressure on housing register which reduces wait-times for applicants

Live Projects for January 2025	Project Leads	Project status	Project Progress
6.3 Repairs Restructure and change	Lara Ashley/Sue Hanlon	August 2023 +	The repairs restructure is being finalised and recruitment is underway for vacancies. Team building sessions are scheduled according to the new structure training plan.
6.4 Voids Transformation	Mary Larbie	June 2022 -TBC	<p>The Void Management Policy has been published and is available on the website.</p> <p>Following an increase in void turnover in September which was driven by issues with debts on meters after residents leaving their home, the actions taken have led to void turnover reducing below those figures in October, November and December. The October average was 38 days. The average in November and December was under 45 days and we are continuing to work on building reports that allow us to establish times taken by each area involved in the void management process.</p>

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# Maintaining Our Homes

Live Projects for January 2025	Project Leads	Timescales	Project Progress
6.5 Disrepair Transformation	Tristan Hemsley	January 2023 +	The Disrepair Transformation Project resulted in an improved approach to managing Disrepair Claims, including the development of a Programme to clear the backlog of Cases, as well as the implementation of a more effective payment process for legal costs, a new delivery model that enables Disrepair works to be undertaken before Claims are legally concluded and an Alternative Disrepair Resolution (ADR) Scheme that provides residents with the opportunity to resolve their Disrepair issues directly with the Council rather than via a law firm. The full permanent structure for the Disrepair Team is due to be in place by April 2025.
6.6 Review of policies, procedures, business processes and customer journeys	Fiona Harding	2023-2025	14 policies have been reviewed and are published. The Mutual Exchange Policy is with DMT for final review and Sign-off for publishing. The Resident's reading group have been actively reviewing two additional policies. The Legal team have reviewed the Leasehold Management Policy, Leaseholders Service Charge Collections Policy, and Hoarding Policy. 14 Policies are under review by subject matter experts.

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# Maintaining Our Homes

Live Projects for January 2025	Project Lead	Timescales	Project Progress
6.8 Targeted approach to damp and mould	Tristan Helmsley/ Danielle Ellis	Complete	The Damp & Mould improved work plan approach continues to be streamlined with a more effective case management system. The RLO function has been successful with providing clear and timely communications to customers as well as the wider business. Resident forums have been introduced to provide a space to listen, address concerns and celebrate success. A permanent structure for the Damp and Mould team is due to be in place by April 2025.
6.10 Asset Register and Management review	Rachel Khan	January 2024 – March 2025	<p>This project is tasked with ensuring we have stronger controls over our asset information and governance so that we can be assured our asset information is valid, charges are allocated appropriately and control points for changes and variations are managed tightly.</p> <p>The full property creation process has been mapped and goes live w/c 3rd February. The Asset Review Process is being progressed and is being adjusted.</p> <p>The Data Quality project is concluding and is being handed over to specialised teams including the NEC project team, the Apex migration team, and the Void management workstream.</p> <p>Reconciliation and analysis of the stock is complete, and the results have been presented to the working group. Investigations of the main discrepancies are now being progressed through the working group which continues to meet fortnightly.</p>

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# People Development

To proactively manage our culture, our development as a directorate and enable our workforce to deliver excellence to our customers, partners and each other. To create an engaged workforce with the right skills, the right leaders and an enabling culture to serve the customer well

Live Projects for January 2025	Project Lead	Timescales	Project Progress
7.2 Enabling high-performing teams and setting behavioural expectations	Lara Ashley	October 2022 – April 2024 and beyond	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	We have been actively recruiting permanent staff across the directorate from October. We have used the competency models, assessment exercises and interviews to assess candidates. Between November and January 28 vacancies have been filled across 14 different roles. The Customer Service Advisor role is actively been recruited to. This number excludes roles which do not require an assessment centre in their recruitment process.

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# Completed Projects



- Vision and Mission
- Housing Strategy
- HRA allocation review
- Resident Engagement Framework
- Performance Framework
- Asset Management Strategy
- Housing Compliance recruitment
- Stabilisation of senior leadership
- Customer Care training commissioned
- Estate Cleaning Standards
- Voids Lettable Standard
- Residents' Charter
- NEC Phase 1 implementation
- Rent Setting consultation
- Stock Condition programme
- Repairs Re-Procurement
- Repairs Contact Centre Mobilisation
- Review of capital delivery contracts
- Regina Road – Ballot
- Voluntary Undertaking approved
- New behaviour standards
- New recruitment approach
- Targeted approach to damp and mould
- Disrepair Transformation