

	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
	Governance	Monthly updates to Housing Transformation Steering Board, Quarterly updates to Housing Improvement Board and 6 monthly/annually reports to Cabinet.

RAG RATING
Complete
On Track
Not on Track but action plan in place
Not on Track no action plan in place

Amended	Project	Aim of Project	Impact on Customer: H/M/L	Impact on Business (positive): H/M/L	Business Resources required: H/M/L	Anticipated timeframe (Start - End)	Anticipated Cost	Outcomes	How we measure Success	Risks associated with project	Stakeholder involvement required	Interdependencies	Project Lead	Priority 1 - 3 (1 - High)	RAG Rating	Comments if Required	
	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.	M	H	H	Jan 2023 - Dec 2023	Nil	*Established KPIs and objectives from director-level, HoS, team manager, and other colleagues which are reviewed regularly with the support of HR. *KPIs and objectives are SMART and performance against KPIs is accessible to DMT for Scrutiny *Clear lines of performance reporting established	*Performance information is accessible and supports strategic direction *Reduction in duplication of KPI reporting *Staff are clear on their objectives (as measured by staff survey) and how their objectives support overall strategic aims/directorate performance	*Lack of capacity to monitor staff performance against KPIs *Absence of flexible software/system to capture KPIs and objectives	*HR *All staff *Unions	*People Development workstream *Housing Needs re-structure	Paul Davey		complete		
	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	M	H	M	Jan 2023 - Apr 2023	Nil	*Needs to be split into phases (information sharing, project management, spend sign-off) *Clear governance arrangements and processes regarding sharing of information with stakeholders *Clear project initiation and monitoring processes	*Project initiation and management is clearly governed within the directorate *Approval of spend is streamlined, benefiting services and providers *Assurance is provided to stakeholders in a clear and timely manner	*Internal governance does not align with Council-wide/PMO governance *Internal governance causes delays to delivery of the Housing Transformation Programme	*DMT *CMT *Housing Transformation Programme Steering Board *Corporate PMO	*Culture & Transformation Discovery *Developing Staff Capability	Velvet Dibley		complete		
	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	H	M	L	Jan 2023 - Apr 2023	Nil	*Output of tenant involvement is available to all residents across the borough *Output of tenant involvement is appropriately shared with DMT and Cabinet Member for Homes	*Involved tenants feel that their role is effective and their time is being used appropriately. *Resident involvement channels are clear to all internal and external stakeholders *Tenants are clear on the channels through which information can be requested *Staff are clear on the channels through which information can be provided to involved tenants	*Project fails to ensure that tenants feel their role is effective and their time is being used effectively. *LBC cannot evidence that tenants are being involved in decision-making.	*Democratic services *Scrutiny & Overview Committee *Homes Scrutiny Sub-Committee *Housing Improvement Board *Cabinet Member for Homes *Mayor's Office *RSH *DLUHC *IAP	*Member & Stakeholder Engagement review	Velvet Dibley		complete		
	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	H	H	L	Mar-23	Nil	*Mapping of costs inappropriately charged to the HRA *Re-assignment of costs to General Fund/other directorates *Establishment of governance/controls to prevent misuse of HRA *Service charges for tenants and leaseholders are determined for 2023/2024.	*Clear understanding from staff with budget holding responsibilities regarding use of HRA *Stakeholders are assured that the HRA is used correctly *Service charges for tenants and leaseholders are determined for 2023/2024 in consultation with residents.	*Additional General Fund budget pressures	*Finance *Other Council directorates *TLP *Scrutiny & Overview Committee *Homes Scrutiny Sub-Committee *Tenants *Leaseholders	*Internal governance review and re-set *Culture & Transformation Discovery *Developing Staff Capability *Short-term Customer Services Improvement Plan *Repairs Re-Procurement	Orlagh Guamori		Complete		
Amended	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.	H	M	L	Apr 2023 - Jan 2025	Nil	*Website should be updated to correctly present information to residents and stakeholders including access to the front-door *Improvements to Housing front-door streamlines pressures on front-line services and prevents duplication	*Housing front-door is clearly sign-posted and accessible *Improvements to Housing front-door streamlines pressures on front-line services and prevents duplication	*Digital access is temporarily limited whilst the website is being updated *Project is delayed due to interdependencies- Housing Needs Re-Structure	*CDS (incl. web-team) *SMEs from across the directorate	*Housing Needs re-structure	Emerald McLaughlin/ Fiona Harding		complete		
Amended	2.7 Assessment against New Standards	To assess our directorate deliverables against the new consumer standards and adjust accordingly to ensure compliance	M	H	L	Aug 2023 - July 2025	Nil	- Assurance of compliance against consumer standards - additional projects to maintain or secure compliance are added to the transformation programme	*compliance with consumer regulations *Third party assurance	- identification of areas of non-compliance which require significant work but without a budget allocated to it			Paul Davey/ Emerald McLaughlin		1	complete	The continued monitoring of our position against the Consumer Standards will transition to BAU
Amended	2.8 Development of Practice Library	To determine and procure if necessary a repository for key documents for the directorate and the assets it manages	L	H	L	Aug 2024 - Feb 2025	Nil	- compliance with requirements set out by Regulator - retention of corporate memory and key documents - who's who directory - document Library to be included	Success in finding key documents to satisfy regulator	Whole directorate buy-in to the process	cross - housing	All Housing Service Areas Legal Team	Fiona Harding		2	Not on Track but action plan in place	A sharepoint site has been developed and was used during the summer 2025 restructures. It will be launched
	2.9 Review Housing Governance options	To consider options for future Housing governance of the Housing Directorate, gain approval and implement the appropriate option	M	H	M	December 2024 - December 2025	£40,000	Croydon Housing has fit for purpose governance to provide appropriate assurance and oversight of the Housing landlord and homelessness functions	Approval of proposed model and successful recruitment and implementation	Not being able to recruit an independent Chair and independent expert members The remit of the Board in covering both landlord services and Housing Needs and Homelessness is too wide Managers lack capacity for the increase in reporting that will be required to provide the necessary assurance	Support and engagement required from: Executive Mayor Chief Executive Cabinet Member for Homes Democratic Services Liaison with Home Scrutiny Committee to avoid duplication	Restructures in Housing Improved data and reporting capacity and expertise	Cathy McCarthy		1	On track	Approval from Executive Mayor for new Housing Assurance Board in May 2025. Recruitment of independent members underway in July 2025 to be completed by September 2025