

**CROYDON HOUSING**

# Annual Report

**2024/  
2025**

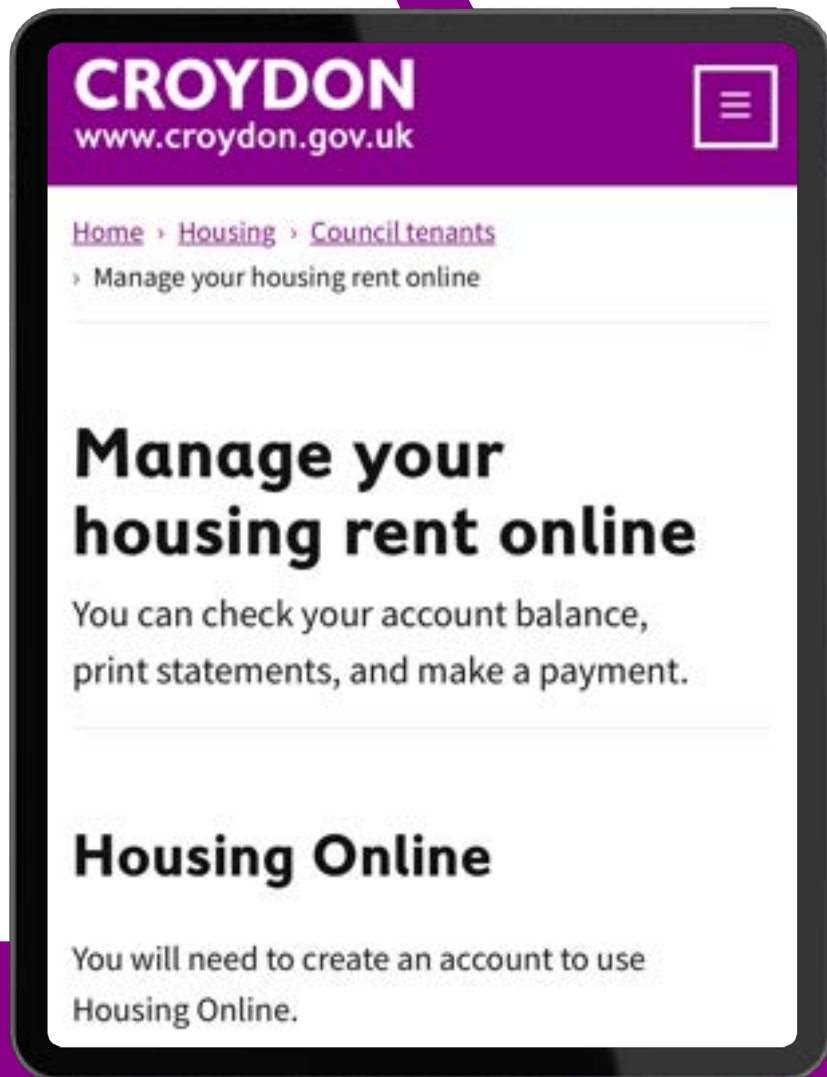
Housing report to our council tenants & leaseholders



# NEED TO REPORT A REPAIR?

**Quick. Easy.**  
**Available 24/7**

Manage your housing services online, whenever it suits you



## WHAT YOU CAN DO ONLINE?

- Report most non-urgent repairs
- View your repair request history
- View your rent or service charge account
- Update your contact details
- Access housing information and support



### Save time

Report most repairs online without waiting on the phone



### View your repair request history

View your previous repair requests in one place.



### Helps those who need it most

Using Housing Online for non-urgent issues helps keep phone lines free for emergencies and vulnerable residents.

Visit the Council's website and search '**housing online**' or scan the QR code



# Table of Contents

01

---

Forewords

03

---

Involving residents

04

---

How we use  
your money

05

---

Maintaining your  
home

07

---

Managing your  
neighbourhood

09

---

Help and support  
when you need it

10

---

Keeping you safe

11

---

Effective handling  
of complaints

13

---

Regulation of your  
housing service

# Foreword

I am pleased to present our Annual Report for 2024–25 and to share the progress made over the past year.

In our last report I began by reflecting on the unacceptable living conditions faced by our residents of Regina Road in 2021. This significant service failure led to a regulatory notice being placed on Croydon’s housing services due to breaches of the Regulator of Social Housing’s consumer standards.

In April 2025, that regulatory notice was lifted by the regulator. This was achievable because of the major changes to how we provide housing services, including new repairs contractors, a new repairs contact centre along with a new housing IT system. We have invested more than £30 million in improving housing services across Croydon, with upgraded kitchens, bathrooms, lifts and boilers. We have also delivered staff training in areas like damp and mould awareness, fire safety and customer care and we are completely regenerating the Regina Road Estate.

Whilst the lifting of the notice is a significant milestone for the service and a reflection of the progress we have made, there is still much to do. Listening to you, the residents, has helped shaped the changes we have made. Your feedback continues to show where improvement is still needed especially in the repairs service, the maintenance of your communal areas and how antisocial behaviour and complaints are handled. These areas are priorities in our housing improvement programme.

You have my promise that we will continue to work hard together with tenants and leaseholders to provide the quality homes and services that you deserve.



**Susmita Sen**  
Corporate director of housing

# Foreword

When I speak with residents across our estates, one message stands out. People want to feel heard, and they want to know that when they raise something, it will lead to action. That expectation is fair, and it has guided much of our work this year.

We have spent more time in neighbourhoods, during walkabouts and meetings, and speaking with residents face to face. These conversations have helped us understand where daily life in our homes feels difficult and where support is working well. They have also challenged us to respond more clearly and stay focused on the experiences residents share.

The housing improvement programme brings this work together and keeps us focused on long term change. The new Housing Assurance Board, which includes resident representatives, will oversee this work and provide challenge to make sure progress stays on track and focused on what matters to residents. Its role is to make sure residents remain at the centre of decisions as we move forward.

I want to thank every resident who has taken part in surveys, spoken with us on estates or shared feedback over the year. This report is a chance to look at how far we have come and to recognise what still needs to change.

We know that housing in Croydon has not always been what residents deserved, and that makes the work ahead even more important. We are making progress, and we will keep working until residents can see and feel the difference in their homes and communities.



**Councillor Lynne Hale**  
Deputy Executive Mayor of Croydon

# Involving residents



We understand that residents being involved in and able to influence the housing services you receive is important for creating better homes and places to live, supporting strong communities and making sure that services are shaped around what matters to you.

By sharing your experiences, you have shown us what is working and what needs to change. In July 2024 the Council’s Cabinet approved the Resident Engagement Strategy, a clear plan for how residents and the Council work together which was developed through working closely with over 500 residents and partners and now guides how we listen to residents, involve you in decisions, and act on your feedback.

Examples of the strategy in practice, include:



**Diverse Customer Influence & Assurance Panel** appointed after 100+ applications



Held **Anti-Social Behaviour** Bootcamp co-designed with residents and staff to agree an action plan



Residents helped design the **Voids & Lettable** standard for empty homes, now used every time we prepare a property



Resident-led groups came up with practical ideas to **improve services**



Residents join estate inspections to check safety and upkeep



Ran **10+ roadshows** in low-engagement areas, now part of our estate action days



New **fire safety engagement strategies** for high-rise blocks in line with Building Safety Act



Residents to join new **Housing Assurance Board** in 2025–26



**Rent & budget** consultation helped shape priorities



Held a thank-you event for **100+ residents** to celebrate their contributions



We offer many ways for residents to have a say—surveys, mystery shopping, forums, and more



Resident feedback now drives service improvements across **all** housing areas

# How we use your money

It is important that your council housing service provides good value for money. That's why we work hard to manage our finances carefully.

In 2024/25 we collected **£89.73 million** in rent from tenants

This represented **102.03%** of all rent due in that year.

Service charges income was **£4.9 million**

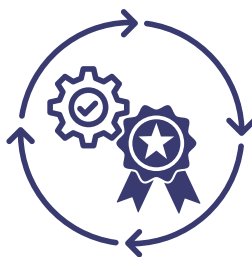
In 2024/2025 we spent:



**£33.3m**  
on improving  
homes



**29.9m** on  
day to day  
repairs



**£34m** on  
managing  
our service\*



**£15.m** on depreciation,  
bad debts, debt  
management\*\*



**£9.4m** on acquiring  
new properties\*\*\*

\*This includes tenancy management, income collection, supporting tenants, and tenant involvement.

\*\*These costs are funded by a capital contribution from the Housing Revenue Account reserves. These costs are not funded by rental income.

\*\*\* This is funded through Right to Buy receipts not rental income.

## Paying your rent

The rent you pay helps us to maintain your home, improve council estates and provide support when you need it most. To make it easier to stay on top of your payments, we advise that you set up a direct debit by calling **020 8726 6100, choose option 2.**

If you are finding it hard to keep up with your rent payments, there is support available. The rent hardship fund is there for council tenants facing financial difficulties. If you need support, please get in touch by emailing: [councilrents@croydon.gov.uk](mailto:councilrents@croydon.gov.uk) or calling - **020 8726 6100** and asking for the **rent recovery team.**



# Maintaining your home

In 2024/25, we spent over **£30 million** on repairs and improvements. Like last year, we also asked 1,000 tenants for feedback as part of our quarterly Tenant Satisfaction Measures. These questions focused on home maintenance and repairs, helping us understand how we're doing and where we need to improve.



Emergency repairs completed within target timescale

**84%**



Non-emergency repairs completed within target timescale

**79%**



Satisfaction with repairs

**64%**



Satisfaction with time take to complete most recent repair

**55%**

We know that the repairs service is very important to you and it is important to us that we keep on improving this service for you. The tenant satisfaction results for 2024-25 show a dip in satisfaction from the previous year and we have been working very hard to match your expectations for the repairs service. Some changes you may notice in the coming year are:



**Quality assurance checks:** We now have a dedicated team carrying out quality checks on completed repairs. Where work fails to meet our standards, the contractor is instructed to return and complete it to the required level.



**Customer resolution support:** A specialist customer resolution team has been introduced to support vulnerable residents and oversee complex or sensitive repair cases. They also work closely with the complaints team to ensure follow-up actions are properly delivered following a service complaint



**Data and service improvement:** We are continuing to enhance our internal systems to allow for better data capture and reporting. This helps us identify service gaps, spot recurring issues, and focus our efforts where improvements are most needed.

We will be monitoring satisfaction levels to check that changes like this are being felt by you when you need a repair to your home.

# Stock Condition Surveys

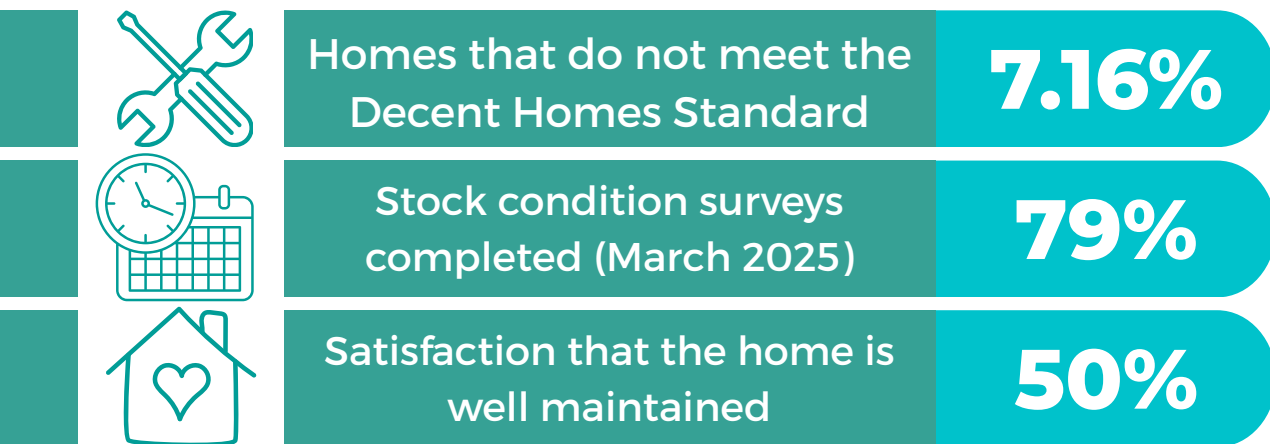
## Improving homes through surveys and investment

We are carrying out surveys of council homes to understand their condition and plan improvements. By March 2025, surveys had been completed in 79 per cent of homes, with the aim of reaching 100 per cent by September 2025.

These surveys help us plan bigger improvements, such as new windows, roofs and boilers. Planning work in this way helps keep homes in good condition for longer and reduces the need for repeat repairs.

The information from the surveys will shape our housing investment plans from 2025 to 2026 and beyond. It will also inform our five-year investment plan, helping us focus funding where it is needed most, including homes with repeat repairs and key safety work.

For 2025 to 2026, the Council approved a £45 million budget for housing improvements, around £10 million more than the previous year. We are also changing how work is delivered to reduce delays and disruption, for example by carrying out multiple jobs at the same time where possible.



### For the year 2024/25, the following works were carried out:



We have replaced **windows in 275 homes**



We have replaced **285 kitchens and bathrooms**



We have replaced **76 roofs**



We have replaced front and rear entrance doors at **383 homes**



We have replaced **207 boilers**

# Managing your neighbourhood

Keeping your communal areas safe, welcoming, well maintained and free from antisocial behaviour (ASB).



Number of ASB cases per 1000 homes

12.7



Satisfaction with communal area cleaning and maintenance

48%



Satisfaction that the Council are making positive contributions to the neighbourhoods

49%



Satisfaction with the Council's approach to handling ASB

49%

\*Number of ASB cases reported in 2024-25

## The estate services aims are:



### Clean and well-kept estates

Keep shared areas clean, tidy and safe through regular caretaking and inspections.

Communal spaces are kept clear, with storage solutions and tenancy action used where needed.



### Safety on estates

Reduce crime and antisocial behaviour by working closely with housing officers, community safety teams and the police, using targeted action when needed



### Green spaces

Improve and maintain green spaces by planting more areas and looking after shared outdoor spaces for residents to enjoy.



### Working with residents

to make estates more welcoming places to live.

This includes improvements such as better lighting, CCTV and changes to the local environment to help residents feel safe.

# Managing your neighbourhood

## Photobook

In 2024-25 the Council introduced Photobook, which was developed with residents.

It is a visual guide that shows the expected standards for the maintenance, cleaning and caretaking in shared areas of your estates, so everyone knows what good looks like.

Housing staff use Photobook to check the quality caretaking services on our estates. Residents also use it during local inspections through the 'neighbourhood voice' scheme.

There is also an app, which allows residents to score the service and share feedback at any time.



## Examples:

### Grade A

There should be no dirt, dust, debris or litter on the stairs and landings. Generally the handrails, barriers etc should be in good condition and there should be evidence that they are swept and mopped regularly and are clean to the touch.



### Grade B

The stairs and landings etc may not be in a condition that warrants an "A" score, but there is no dirt, dust, debris or litter evident. The stairs should be generally clean to the touch and as clean as the cleaning cycle permits.



Photobook is available on the Croydon Council website.

Search '**housing estate services**', or view the Photobook document directly online.

[CLICK HERE](http://www.croydon.gov.uk/housing/information-council-tenants/housing-estate-services)

([www.croydon.gov.uk/housing/information-council-tenants/housing-estate-services](http://www.croydon.gov.uk/housing/information-council-tenants/housing-estate-services))

# Help and support when you need it

During 2024 to 2025, we supported tenants who were struggling with the cost of living. This support helped people with rent, household bills and essential items.

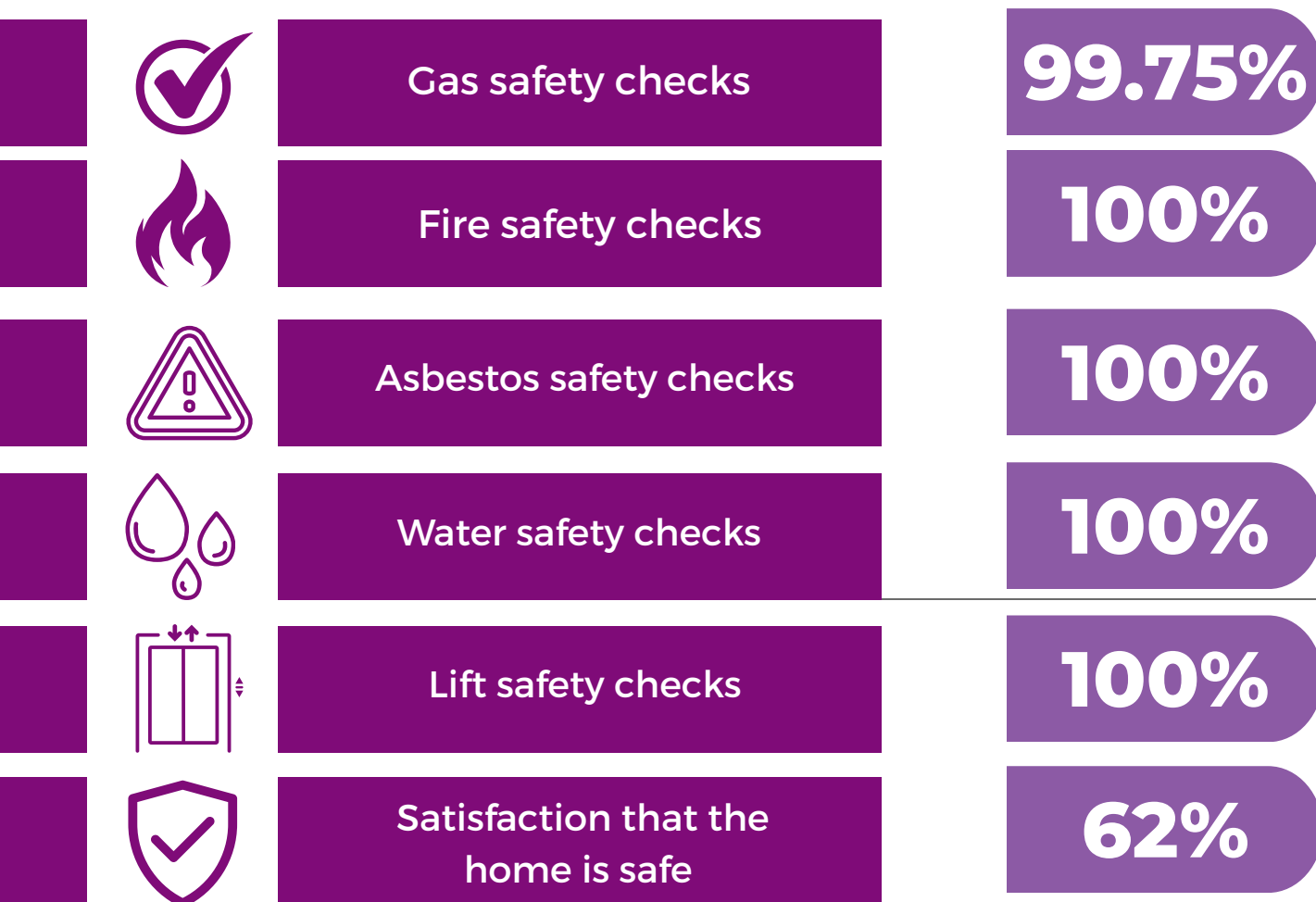
The table below shows the support provided over the last year and the total value of that support.

You can find information about these schemes on the Croydon Council website. Search household support fund, discretionary housing payments, or welfare advice service, or use the links below.

Type of support	Number of tenants supported (2024/25)	Value of support (2024/25)
<p><b>Hardship Fund:</b> A one-off payment of £500 for residents facing serious financial difficulty who could not access other support. Find out more: <a href="#">Household Support Fund (HSF)   Croydon Council</a></p>	100	£50,000
<p><b>Household Support Fund:</b> Support for residents who were vulnerable or in crisis and could not afford essentials such as food, gas or electricity. Find out more: <a href="#">Household Support Fund (HSF)   Croydon Council</a></p>	1,115	£440,000
<p><b>Discretionary Housing Payments:</b> Extra help with housing costs for tenants receiving Housing Benefit or Universal Credit. Find out more: <a href="#">Discretionary housing payments   Croydon Council</a></p>	241	£525,000
<p><b>Welfare Advice Service:</b> An in-house service that helped tenants check they were receiving all the benefits they were entitled to and maximise their income. Find out more: <a href="#">Benefits advice service   Croydon Council</a></p>	677	£2,065,000
<b>Total:</b>	2,133	£3.08m

# Keeping you safe

Our Fire and Building Safety Team are now in place and have been busy making sure homes are safe and that residents have the support they need. Our performance in 2024-2025 includes:



## In 2024/2025 we:

- Set up a joint Fire and Building Safety Team
- Updated our Fire and Building Safety Policy
- Kept a 100% record on fire risk assessments by updating the programme
- Began installing fire and smoke detection systems inside every council flat
- Trained more officers to carry out person centred fire risk assessments and personal evacuation plans
- Continued to complete actions identified in fire risk assessments
- Carried out joint safety inspections with the London Fire Brigade
- Completed the building safety case for Malcolm Wicks House and created a programme for the remaining blocks

## In 2025/26 we will:

- Maintain our 100% record on fire risk assessments
- Keep our Fire and Building Safety Policy updated
- Create a direct email inbox for residents in high rise buildings to contact the team
- Offer a person centred fire risk assessment and personal evacuation plan to residents in high rise and 11 metre plus buildings who need one
- Complete Building Safety Case reports for all high rise buildings

# Effective handling of complaints

We are aware that the process for residents to make a complaint and get a response in a timely way needs improving, and we worked hard in 2024-25 to achieve that.



Number of stage 1 complaints received per 1000 households

**74.6**



Number of stage 2 complaints received per 1000 households

**11.1**



Proportion of stage 1 complaints responded to within complaints handling code timescales

**35.5%**



Proportion of stage 2 complaints responded to within complaints handling code timescales

**12.2%**



Satisfaction with the landlord's approach to handling complaints

**26%**

During 2024/25 we developed a complaints improvement plan with residents to improve response times, investigations and how we put things right when we get something wrong.

## Progress includes:



All housing staff received training on customer care, the Complaints Handling Code and good complaint handling



We made changes to our complaints system so it meets the Housing Ombudsman's Complaints Handling Code and helps us learn from complaints.



There was a reduction in severe maladministration findings by the Housing Ombudsman in the later part of 2024 to 2025.

Our targets are to provide a response to a complaint in **10 working days at stage one** of the complaints process and **20 working days at stage two**.

This has been a challenge in 2024-25 but we are confident with changes that we brought in during the year that this performance will be greatly improved in 2025-26.

# Effective handling of complaints

## Learning from complaints:

Complaints help us see where things have gone wrong and what needs to improve. By listening and acting on what residents tell us, we can make changes that improve services.

## Improvements to repairs:

We have listened to feedback and complaints about repairs and used this to make changes to improve the service.



### Better quality checks:

A dedicated team now checks completed repairs. If work does not meet the required standard, contractors are told to return and put it right.



### Improved data systems:

We are continuing to improve our systems so we can track repairs better, identify problems and focus improvements where they are most needed.



### Clearer repairs policy:

A new repairs policy is now in place. It clearly explains how long different timescale for repairs to be completed according to their urgency.

## Improvements to housing management:

After a severe maladministration finding linked to noise nuisance, we reviewed how these cases were handled and made changes to improve our response and record keeping.



### Clearer case records:

All actions of taken by tenancy officers and managers are now recorded in our systems. This means cases are properly tracked and easier to follow.



### Stronger manager oversight:

Managers now review all antisocial behaviour cases with housing officers. This makes sure actions are followed up and cases are handled consistently.



### Staff training completed:

The tenancy services team have all attended the customer care training and Housing Ombudsman dispute resolution training to improve how cases are handled and resolved.



### Easier ways to report noise:

Tenants reporting noise nuisance are now given details of the noise app, making it easier to log issues and share information.

# Regulation of your housing service

As your landlord, the Council is checked and overseen by the Regulator of Social Housing (RSH). The RSH is a national body, sponsored by the Ministry of Housing, Communities and Local Government (MHCLG), which makes sure housing providers meet national standards.

The RSH sets four Consumer Standards with which landlords must meet:



## Safety and Quality Standard

Making sure homes are safe and well maintained



## Tenancy Standard

Making sure homes are allocated fairly and tenancies are managed properly



## Neighbourhood and Community Standard

Working with other organisations to help make sure residents live in safe neighbourhoods



## Transparency, Influence and Accountability Standard

Providing clear information, listening to residents and acting on what they say.

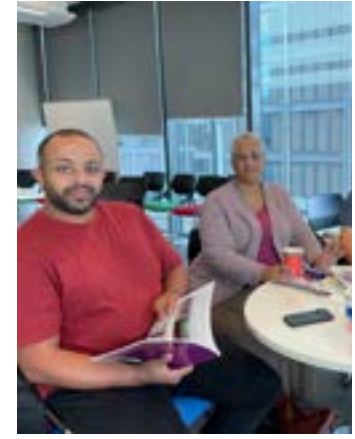
We are working hard to meet all these standards so you can receive the a reliable housing service.

In Spring 2025, we reviewed our performance against these standards. This review, alongside feedback from tenants and leaseholders through surveys, complaints and resident forums, has shaped our Housing Improvement Programme for 2025-26, which we believe will improve services for you.

We will keep residents updated on our progress through reports to our new Housing Assurance Board, which includes residents.

We will also share updates in the Open House, the newsletter for Croydon Council tenants and leaseholders. Open House includes updates about housing services, as well as news and activities from across the community.

Printed copies are delivered to tenants and leaseholds. You can also find the most recent and previous edition on the Council's website: [Open House: The newsletter for Croydon Council tenants and leaseholders | Croydon Council](#)



# Thank You

We welcome your feedback if you have any comments on this annual report.

Please contact us at:

**[residentinvolvement@croydon.gov.uk](mailto:residentinvolvement@croydon.gov.uk)**

or call: **020 8726 6000, ext. 44524**



[www.croydon.gov.uk](http://www.croydon.gov.uk)



Croydon Council  
Bernard Weatherill House  
8 Mint Walk  
Croydon,  
CR0 1EA



020 8726 6000