

SCRUTINY RECOMMENDATION	CONCLUSIONS	DEPARTMENT AND CABINET MEMBER RESPONDING	ACCEPT/ REJECT RECOMMENDATIONS (inc. reasons for rejection)	IDENTIFIED OFFICER	ANY FINANCIAL IMPLICATIONS	TIMETABLE FOR IMPLEMENTATION OF RECOMMENDATIONS IF ACCEPTED (ie Action Plan)	DATE OF SCRUTINY MEETING TO REPORT BACK
Report: Update on the Housing Improvement Board, and the development of the Croydon Housing Improvement Plan (Considered by Streets, Environment & Homes Sub-Committee on 15 March 2022)							
1. The Sub-Committee further agreed with the Housing Improvement Board's feedback that any changes to the plan should be agreed by the Board (not just delegated as per the Cabinet recommendation).	The Sub-Committee recognised that a lot of work had gone into delivering the improvement plan and improving housing conditions, though this had not happened as quickly as desired. This meant that a number of key milestones in the plan were scheduled for later than the Sub-Committee would have liked to have seen. The Sub-Committee recognised that this was at least in part due to the need to create capacity within the service and Members were reassured that the corporate Programme Office was now playing a full role in helping to manage delivery of the plan.	Councillor Lynne Hale	REJECT The role of the Housing Improvement Board is to support improvement to the Council's landlord services and provide both assurance and advice to Cabinet. The Housing Improvement Board does not have decision-making powers with regards to the Housing Improvement Plan, as outlined in the <u>terms of reference</u> . The recommendation is rejected on the basis that changes to the Plan do not need to be agreed by the Housing Improvement Board. In the <u>Housing Improvement Board's independent report on the Housing Improvement Plan</u> , the Board recommended that changes to the Plan be approved by Cabinet, not the Board itself.	Susmita Sen	Not applicable	Not applicable	Not applicable
2. The Sub-Committee to receive the detailed programme documentation followed by an officer briefing on it.	The Sub-Committee were reassured that the plan was underpinned by a professional and robust programme management approach and was of the view that they would be further reassured if the detailed programme could be shared with them for review at a future meeting	Councillor Lynne Hale	ACCEPT	Susmita Sen	No financial implications	A finalized version of the Housing Improvement Plan will be presented to Cabinet in November 2022. Detailed programme documentation and an officer briefing will be provided to the	Cabinet 16 th November 2022. Streets, Environment & Homes Scrutiny Sub-Committee

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						Streets, Environment & Homes Scrutiny Sub-Committee in January 2023.	31 st January 2023.
<p>3. That although a streamlined version of the plan for ease of access is welcome, the plan available publicly should be amended to include greater detail on when specific actions would be delivered by; who would be responsible for delivering them; the processes that would be used for managing their delivery; and a clear sense of how improvement actions would be delivered. This should include the order in which actions are being prioritised. Any prioritised amendments should be approved by the Housing Improvement Board so there is a clear line of understanding and justification. The committee feels that would help address the Ark's report point on the importance of improving clear lines of accountability</p>	<p>Given the urgency around Housing and Tenants improvement, the Sub-Committee felt that it should continue to scrutinise progress of the delivery of the Improvement Plan on a six-monthly basis.</p>	<p>Councillor Lynne Hale</p>	<p>REJECT</p> <p>As per the response to Recommendation One, the Housing Improvement Board does not have decision-making powers in relation to the Housing Improvement Plan.</p> <p>The Housing Directorate notes that the revised Housing Improvement Plan should provide sufficient detail to enable effective scrutiny from our external stakeholders. Nonetheless, the officers responsible for delivering the actions will not be publicized. Detailed action plans will be created by the individuals leading the workstreams and will be available to the Scrutiny Sub-Committee upon request.</p>	<p>Susmita Sen</p>	<p>Not applicable</p>	<p>Not applicable</p>	<p>Not applicable</p>

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<p>4. Considering key risks inherent to staffing capacity within the organisation, the Sub-Committee would welcome an update on staffing capacity to deliver the plan by the incoming permanent Corporate Director of Housing at a future meeting in no later than 3 months' time.</p>	<p>The Sub-Committee recognised that delivery of the Improvement Plan was entirely dependent upon staffing capacity within the organisation, and felt that it would be beneficial for the incoming permanent Corporate Director of Housing to provide an update on staffing capacity to deliver the plan to a future meeting in approximately 3 months' time.</p>	<p>Councillor Lynne Hale</p>	<p>ACCEPT</p>	<p>Susmita Sen</p>	<p>The financial implications of ensuring that there is sufficient staffing capacity to deliver the Plan have already been approved.</p>	<p>To be provided at November Cabinet, and January 2023 Streets, Environment & Homes Scrutiny Sub-Committee.</p>	<p>16th November Cabinet, and 31st January 2023 Streets, Environment & Homes Scrutiny Sub-Committee.</p>
<p>5. While recognising that they are separate assurance processes, it is recommended that, in order to avoid duplication of monitoring of the delivery of the improvement plan, the Sub-Committee should meet with the Independent Housing Improvement Board to discuss the roles that both forums play in monitoring and scrutinising the delivery of the plan with recommendations noted and agreed before any amendments of the plan are finalised; and how the two forums can work as value adding partners in this important role.</p>		<p>Councillor Lynne Hale</p>	<p>REJECT</p> <p>Whilst the Housing Improvement Board does not have decision-making powers in relation to the Housing Improvement Plan. The Housing Improvement Board is an independent Board, and is therefore independent from both the Council's executive and scrutiny functions.</p>	<p>Susmita Sen</p>	<p>Not applicable</p>	<p>Not applicable</p>	<p>Not applicable</p>

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<p>6. That Cabinet assures itself that risks relating to document management (incl. version control) are being properly mitigated by having good practice documentation management and retention systems in place. This would enable the plan being treated as a live / rolling document without risks while enhancing transparency of how the plan evolves over the improvement journey.</p>		<p>Councillor Lynne Hale</p>	<p>REJECT</p> <p>A live version of the Housing Improvement Plan will not be publicly available due to the version control issues the recommendation notes and the unavailability of a technical solution to mitigate these issues. Changes and updates to the Plan will, however, be closely monitored internally to ensure a single version of the Plan.</p>	<p>Susmita Sen</p>	<p>Not applicable</p>	<p>Not applicable</p>	<p>Not applicable</p>
<p>7. On engagement, the Sub-Committee is reiterating a previous recommendation to produce an engagement and communications plan to be appended to the Improvement Plan and reviewed by the sub- committee and the Housing Improvement Board before approval. This should be done no later than the next 3 months as this was raised at the Sub-Committee July's meeting</p>		<p>Councillor Lynne Hale</p>	<p>REJECT</p> <p>The recommendation has been rejected on the basis that the draft Residents' Charter, adopted by the Executive Mayor in June 2022, supersedes a Communication & Engagement Plan. The development of the Residents' Charter will include the fundamental review of the Council's engagement with residents to ensure engagement that is meaningful and effective.</p>	<p>Susmita Sen</p>	<p>Not applicable</p>	<p>Not applicable</p>	<p>Not applicable</p>

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<p>8. That Cabinet assures itself that risks relating to the delivery of the new Housing Service IT system, would impede many actions of the plan and should therefore be prioritised as this new system would enable a significant improvement in enabling data collection on contacts made to the Housing teams – the analysis of which could be passed onto residents, members and others in a timely manner.</p>		<p>Councillor Lynne Hale</p>	<p>ACCEPT</p>	<p>Susmita Sen</p>	<p>No</p>	<p>Highlight report and presentation detailing the use of NEC Housing data as business intelligence presented to January Streets, Environment & Homes Scrutiny Sub-Committee</p>	<p>31st January 2023 Streets, Environment & Homes Scrutiny Sub-Committee</p>
<p>9. The Sub-Committee reiterated a previous recommendation from its July Committee that data from the responsive repairs contractor must be shared with the appropriate Management team in order to form a dedicated plan to deal with historic repetitive calls and have a more responsive and effective prioritisation of repairs calls as well as flagging any repetitive calls that would require management to intervene to speed up resolution thus</p>		<p>Councillor Lynne Hale</p>	<p>ACCEPT</p>	<p>Susmita Sen</p>	<p>No</p>	<p>Presentation from relevant officer at January Streets, Environment & Homes Scrutiny Sub-Committee in relation to the use of responsive repairs data as business intelligence</p>	<p>31st January 2023 Streets, Environment & Homes Scrutiny Sub-Committee</p>

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improving tenant's experience							
10. That Cabinet also considers the comments and recommendations made on the Improvement Plan by the Independent Housing Improvement Board for inclusion in future iterations of the Plan which are then brought back to the Sub Committee and Housing Improvement Board for consideration.		Councillor Lynne Hale	REJECT Cabinet considered the comments and recommendations made on the Housing Improvement Plan by the Independent Housing Improvement Board at <u>March 2022 Cabinet</u>	Susmita Sen	No	A further iteration of the Housing Improvement Plan will be brought back to the Streets, Environment & Homes Scrutiny Sub-Committee in January 2023.	31 st January 2023 Streets, Environment & Homes Scrutiny Sub-Committee

Report: Housing Revenue Account Business Plan (Considered by Streets, Environment & Homes Sub-Committee on 15 March 2022)

1. That, given the current healthy level of reserves available to the HRA, Cabinet gives consideration to seeking external capacity and resources in order to expedite the stock condition work and to accelerate the development of the asset management strategy.	The Sub-Committee was not confident that the service had the required staffing capacity to deliver the works detailed in the plan and was concerned that lack of capacity and necessary skills would impede its delivery. The Sub-Committee highlighted the example that while the Council had capacity challenges in ensuring that it maintained an effective stock register, it would be unlikely that there would be capacity to deliver the actions related to achieving carbon neutrality within eight years.	Councillor Lynne Hale	REJECT Stock condition survey work has already begun. The contract specification was presented to and approved by the Contracts & Commissioning Board in June 2022. The contract will be awarded in September 2022 with the first tranche of data available in January 2023.	Susmita Sen	n/a	n/a	n/a
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<p>2. That given the significant rise in energy costs, consideration be given to prioritising insulation works in the cyclical repair programme in advance of future Homes Improvement Grant funding becoming available through the Social Housing Decarbonisation Fund, priority for this must be met through having sufficient staff allocation and resources</p>	<p>The Sub-Committee questioned the basis on which the £27m budget for cyclical repairs had been set. Members were concerned that as greater levels of staffing capacity became available, the service would identify greater levels of need for repair and improvement works and that funds may be taken from the HRA reserves in the case of an over spend on the budgets allocated</p>	<p>Councillor Lynne Hale</p>	<p>ACCEPT</p> <p>The Housing Assets team have undertaken an analysis of stock condition information and identified homes that require fabric improvement in order to improve their thermal efficiency. Homes have been shortlisted based on type and location in order to scope out a rolling programme of improvements which will be coordinated with the overall cyclical repairs programme. A quantity survey has provided guidance costs and 'soft market testing' has been undertaken with suitable suppliers and contractors. A specialist energy efficiency consultant has been appointed to undertake energy modelling and specialist home surveys, in line with PAS 2035 legislation. An application to the Social Housing Decarbonisation Fund is being prepared and will be submitted in October 2022.</p>	<p>Susmita Sen</p>	<p>No</p>	<p>Application to the Social Housing Decarbonisation Fund will be submitted in October 2022. An update will be provided to the Streets, Environment & Homes Scrutiny Sub-Committee in November 2022.</p>	<p>Update to be provided to the Streets, Environment & Homes Scrutiny Sub-Committee on 15th November</p>
<p>3. The Sub-Committee noted that the housing department still had work to do in meeting some good practice principles, such as having an Asset</p>	<p>The Sub-Committee noted that the Plan does not include any future projects and that this would remain the case until the Asset Management Strategy was developed.</p>	<p>Councillor Lynne Hale</p>	<p>REJECT</p> <p>Work on the Asset Management Strategy has begun. Engagement with residents regarding the Strategy is being</p>	<p>Susmita Sen</p>	<p>n/a</p>	<p>n/a</p>	<p>n/a</p>

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<p>Management Strategy, Treasury Management and that some elements of governance were being established and recommends that Cabinet acknowledges these shortcomings to the plan and asks the Housing Improvement Board to help it set an appropriate timetable for delivering these outstanding actions</p>			<p>undertaken in September and October 2022. A draft of the core strategy will be available in March 2023.</p> <p>The gaps in the existing Housing Improvement Plan were acknowledged by Cabinet in both March and July 2022. The timetable for addressing the gaps in the Plan has been agreed; the revised Plan will be presented to Cabinet in November 2022.</p>				
<p>4. That Cabinet states more clearly in the HRA business plan the costs, budget and overall relationship with the delivery of the Housing Improvement Plan in cooperation with the members of the Housing Improvement Board</p>	<p>That future iterations of the business plan need to be informed by a thorough understanding of what aspects of demand the council's housing stock will lead on meeting when considered in the broader context of all Croydon's social housing providers. As such, the Sub- Committee would welcome the development of a clearer housing supply strategy that involved tenants in choosing which capital investments should be prioritised</p>	<p>Councillor Lynne Hale</p>	<p>ACCEPT</p> <p>The alignment between the Housing Improvement Plan and the HRA Business Plan is a key interest of the Housing Improvement Board. The Board will assure itself of the alignment between the two documents across the next six months.</p>	<p>Susmita Sen</p>	<p>Yes Financial implications will be outlined in the HRA Business Plan & Capital Programme Update Cabinet Paper to February 2023 Cabinet</p>	<p>The delivery of the Housing Improvement Plan will be reflected in the HRA Business Plan & Capital Programme Update Cabinet Paper to February 2023 Cabinet</p>	<p>14th March 2023 Streets, Environment & Homes Scrutiny Sub-Committee</p>