Culture Change in Housing
Update April 2024

Ways of working defined

Performance & Data management

Technology to support/ enable

Team Sessions

Training and professionalisation

Empowered and competent Managers

Structures to deliver

Policy, Procedures & Processes to guide and govern

Culture Change

Key throughout
Communication
Feedback
Regulatory updates
TSMs & performance monitoring and sharing

Ways of working embedded

- ✓ Competency Model/Ways of working – layered to all staff levels

- ✓ Integrated into recruitment and future JDs

- ❑ Integrated into Appraisals/objective setting

- ❑ Integrated into Training Needs Analysis

- ❑ Integrated into training programmes

- ❑ Integrated into succession/recognition

- ❑ Recognition of good performance

Timescale

March 2023 to March 2025

Supporting/ developing tools:
- Appraisal process changed to incorporate Competencies
- Team building activities
- Communication plan

Ways of working model

Performance & Data Management

✓ Creating KPI dashboards to monitor service performance

✓ Cleansing data in systems so performance is reliable (ongoing)
  - ✓ Repairs data (ongoing)
  - ✓ Homelessness data
  - ✓ TA data
  - ❑ Property data

❑ Assets and data governance project (Jan 24– Sept 24)

✓ Voids Lettable standard devised

✓ Estates Cleaning standard devised

✓ Gathering of customer profiling data to enable better service delivery (ongoing for 3 years)

✓ Stock condition surveys to inform investment

Supporting/ developing tools:
- NEC implementation in June 2023 and ongoing development
- Dashboards linked to Regulatory standards
- New process maps

Timescale

August 2023 to March 2026

Technology to enable

✓ NEC phase 1 complete – providing a housing management system to replace outdated and/or manual processes. Requiring staff to input data into a central system allowing automated sharing of info and better customer service

❑ NEC phase 2 – enhancing modules which deliver more benefits, including a CRM, revised Voids mgmt., improved Choice Based Lettings and mobile working

❑ Verto – to more closely manage projects within the progamme of transformation to deliver more accountability

✓ Housemark Photobook – to enable monitoring of estate cleanliness

Supporting/ developing tools:
- NEC training
- Vert training and ongoing support
- Resident engagement in setting standards

Timescale

August 2023 to March 2026

Team Building Activities:

❑ Team Identity sessions
- Who we are and why we exist
- Value and Impact we add

❑ Customer Identity sessions x2
- Who they are and why they matter
- How we interact and respond to feedback

❑ Collaboration mapping sessions x2
- Who do we work with and our co-dependencies

❑ Empowerment and action Sessions x2
- What we need to fix and what we need others to fix
- taking responsibility and creating channels of influence

❑ Change and Adapt Sessions
- Understanding the nature of change
- What continuous change looks like in the workplace

Supporting/ developing tools:
- Competency Model linked to appraisals
- Customer Care Training Delivery
- MGI Embedding programme
- Professionalisation & TNA programme
- Revised Induction programme
- - our homes, our staff, our stakeholders
- The Croydon Leader programme for managers

Timescale

March 2024 to Dec 2024 – linked to restructuring of divisions

Training Needs Analysis and Professionalisation Agenda

✓ identification of training needs for each division

✓ Creating a generic training map across the directorate

✓ Customer Care training programme – "Be the Difference" procured and set for roll-out in May 2024

❑ Procurement and planning of training

❑ Finalisation of Competence Standard (expected in 2024)

❑ Training needs assessment utilising professional standards

❑ Programme of professionalisation across the directorate (2 years +)

Supporting/ developing tools:

- Bite size training
- Online embedding support tool for customer care programme
- Communication plan

Timescale

January 2024 to March 2025

Empowered & Competent Managers

✓ Competency Model – Manager layer

❑ Management & Leadership development – first tranche of development programme (Q1 2024)

❑ The Croydon Leader programme
       Creates a vision for leaders/managers
       Provides a toolkit for leadership in Croydon
       Workshop and bitesize sessions to support leadership

❑ Managerial community – development of comms channel and learning package
       Community forums and team building

Supporting/ developing tools:
- Croydon Housing Managers toolkit
- Corporate Leadership programme
- Be the Difference 4Ls embedding programme for customer care
- Management personas

Timescale

March 2023 to March 2025

Structures to deliver

✓ High Level Directorate restructure to provide capacity, direction and leadership

✓ Tenancy division restructure in early stages

✓ Estates and Improvement in early stages (new patch principles)

✓ New Damp and Mould, Disrepair specialist teams

✓ New Contact Centre

✓ New Regen division in development

✓ New Performance and Regulatory division in development

✓ New Resident Engagement Structure in final stages of development with TPAS

Supporting/ developing tools:
- New Job descriptions
- Link in with team building sessions
- NEC processes to support structures

Timescale

May 2023 to March 2025

Policies, Procedures and Processes to guide and govern

✓ Identification of policies, procedures and processes to support better, consistent service delivery

✓ Planned review of PPP

✓ Tier 1 completion underway and with resident group

✓ Tier 2 underway

✓ Tier 3 underway

❑ Delivery of training to support

Supporting/ developing tools:
- Bitesize training sessions
- Resident reading group

Timescale

March 2023 to March 2025