



Housing Scrutiny Committee

Thursday 27 July 2017 at 7.00 pm

Board Rooms 3, 4 & 5 - Brent Civic Centre

Membership:

Members

Councillors:

Long (Chair)
Colwill (Vice-Chair)
S Choudhary
Daly
Harrison
Hylton
Kabir
Naheerathan

Substitute Members

Councillors:

Conneely, Hector, Hoda-Benn, Jones, Nerva, Shahzad
and Ketan Sheth

Councillors:

Davidson and Kansagra

For further information contact: Nikoleta Nikolova, Governance Officer, tel: 0208 937 3639

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www.brent.gov.uk/committees

The press and public are welcome to attend this meeting

Notes for Members - Declarations of Interest:

If a Member is aware they have a Disclosable Pecuniary Interest* in an item of business, they must declare its existence and nature at the start of the meeting or when it becomes apparent and must leave the room without participating in discussion of the item.

If a Member is aware they have a Personal Interest** in an item of business, they must declare its existence and nature at the start of the meeting or when it becomes apparent.

If the Personal Interest is also a Prejudicial Interest (i.e. it affects a financial position or relates to determining of any approval, consent, licence, permission, or registration) then (unless an exception at 14(2) of the Members Code applies), after disclosing the interest to the meeting the Member must leave the room without participating in discussion of the item, except that they may first make representations, answer questions or give evidence relating to the matter, provided that the public are allowed to attend the meeting for those purposes.

***Disclosable Pecuniary Interests:**

- (a) **Employment, etc.** - Any employment, office, trade, profession or vocation carried on for profit gain.
- (b) **Sponsorship** - Any payment or other financial benefit in respect expenses in carrying out duties as a member, or of election; including from a trade union.
- (c) **Contracts** - Any current contract for goods, services or works, between the Councillors or their partner (or a body in which one has a beneficial interest) and the council.
- (d) **Land** - Any beneficial interest in land which is within the council's area.
- (e) **Licences** - Any licence to occupy land in the council's area for a month or longer.
- (f) **Corporate tenancies** - Any tenancy between the council and a body in which the Councillor or their partner have a beneficial interest.
- (g) **Securities** - Any beneficial interest in securities of a body which has a place of business or land in the council's area, if the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body or of any one class of its issued share capital.

****Personal Interests:**

The business relates to or affects:

- (a) Anybody of which you are a member or in a position of general control or management, and:
 - To which you are appointed by the council;
 - which exercises functions of a public nature;
 - which is directed is to charitable purposes;
 - whose principal purposes include the influence of public opinion or policy (including a political party of trade union).
- (b) The interests a of a person from whom you have received gifts or hospitality of at least £50 as a member in the municipal year;

or

A decision in relation to that business might reasonably be regarded as affecting, to a greater extent than the majority of other council tax payers, ratepayers or inhabitants of the electoral ward affected by the decision, the well-being or financial position of:

- You yourself;
- a member of your family or your friend or any person with whom you have a close association or any person or body who employs or has appointed any of these or in whom they have a beneficial interest in a class of securities exceeding the nominal value of £25,000, or any firm in which they are a partner, or any company of which they are a director
- any body of a type described in (a) above

Agenda

Introductions, if appropriate.


Item	Page
1 Apologies for absence	
2 Declarations of interests	
Members are invited to declare at this stage of the meeting, any relevant personal and prejudicial interests and disclosable pecuniary interests in any matter to be considered at this meeting.	
3 Fire safety measures for tower blocks across Brent	1 - 6
4 Update on Transition back to the Council and the BHP Transformation programme	7 - 18
5 Co-opted Members	19 - 22
6 Housing Committee Work Programme	23 - 34
7 Any other urgent business	

Date of the next meeting: Thursday 14 September 2017



- Please remember to ***SWITCH OFF*** your mobile phone during the meeting.
- The meeting room is accessible by lift and seats will be provided for members of the public.

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 Brent	Housing Scrutiny Committee 27 July 2017 Report from the Strategic Director for Community Wellbeing
Wards Affected: All	
Housing Scrutiny Committee Work Programme 2017-18: Fire safety measures for tower blocks across Brent	

1.0 Summary

The purpose of this report is to provide members with an update on the scrutiny objectives set out in the 2017-18 work programme in relation to Fire safety measures for tower blocks across Brent.

2.0 Recommendation(s)

- 2.1 Members note the measures already in place to ensure fire safety compliance and the further actions planned following the Council meeting on 10/07/2017.

3.0 Background

- 3.1 Following the fatal fire at Grenfell Tower in June, the 2017-18 work programme was updated to include Fire safety measures for tower blocks across Brent. An update on measures being taken is provided below in relation to the 3 specific objectives:

- 3.1.1 To assess the risk of any event similar to that of Grenfell Tower occurring particularly in social housing in Brent, and provide assurance if appropriate**

Fire Risk Assessment Programme

There are 37 Council-owned high-rise blocks of 6 storeys and over. All high-rise blocks have an annual Fire Risk Assessment (FRA) and all were assessed in March-May 2017. Following the fire at Grenfell Tower, all 29 high rise blocks managed by BHP were visited by the Estate Services team within 72 hours, to ensure the removal of all fire hazards such as waste items left in stairwells and shared hallways. The 2 Tenant Management Organisations were instructed to carry out the same checks on the 3 blocks at Watling Gardens and the 5 blocks

at Kilburn Square, which they did.

All recommendations in the FRAs are being implemented with a time scale of 31st October to complete all actions. Resources have been increased to deal with the remedial programme of safety works arising from the FRAs, this includes a dedicated fire safety team set up by Wates Living Space and the recruitment of 2 Fire Compliance Administrators and a Fire Safety Surveyor in BHP's Compliance & Risk team.

The Fire Risk Assessment used by BHP for Council stock is Type 1 – Common parts only (non-destructive), this is the basic fire risk assessment required for the purpose of statutory compliance. The inspection assesses arrangements for means of escape, examination of a sample of flat entrance doors and fire-proofing between the flats and the common parts of the building. There is no intrusive works to the fabric of the building and it does not check the interior of individual flats.

There are 3 other types of Fire Risk Assessment, these are not currently used for Brent Council stock:

Type 2 – Common parts only (destructive) this is Type 1 with some additional destructive inspection in the common parts, i.e. sections of the construction are opened up for inspection and sampling and made good afterwards.

Type 3 – Common parts and flats (non-destructive) this is Type with 1 with some additional checks in some of the flats to for means of escape and fire detection (e.g. smoke alarms) .

Type 4 – Common parts and flats (destructive) this is Type 1 with some destructive inspection, in both the common parts and some of the flats.

For information, an example Fire Risk Assessment is attached (Appendix 1). It should be noted that there are no confidentiality or data protection issues relating to this document as all high-rise FRAs were released in July in response to a Freedom of Information request and it is planned that all Fra documents will be made available to inquirers on the BHP website. The actions raised are mainly about responsive repair items, compliance checks on installations and staff training issues, a summary of all the actions is provided below:

- Check that the fixed wiring installation certificate is valid.
- Formulate a policy for use of personal electrical equipment in the workplace
- Implement control measures for keeping refuse collection rooms locked to reduce the risk of arson
- Ensure the boilers serving the block are serviced regularly and kept in good working order
- Ensure pram store areas has 2 door protection between the store area and the escape route
- Ensure current levels of stair ventilation is maintained when existing vents are replaced

- Replace a damaged flat door showing signs of forced entry
- Check that self-closing devices on flat entry doors are in place and in good working order
- Ensure control measures are in place to stop products of combustion spreading within the ductwork of the mechanical extract system
- Replace the shutter on the refuse chute with a fusible link
- Ensure measures are in place to control the hazards associated with multiple layers of paint accumulating on walls and ceilings
- Investigate through opening up or destructive works any insulation and fire stopping in the external rendering
- Train all staff in the use of fire extinguishers
- All staff frequenting the building to have fire safety awareness training

Fire Safety Improvement works

On 10th July the Council agreed for £10 million to be spent on a package of enhanced fire safety measures for high rise blocks such as sprinklers, smoke detectors and fire alarms. Council and BHP officers are currently developing a fully itemised and costed programme of fire safety work for Council consideration and approval by October 2017. At the 10/7/17 Council meeting, it was agreed that a letter would be sent to the Secretary of State asking the Government to meet this £10 million cost increase to the Council's 2017/2018 Capital Programme. (Appendix 2)

The specification being developed will outline the enhanced fire detection equipment that could be installed, over and above the required standard. In order to establish the exact works required, a suitably qualified specialist will carry out a survey of each building, and specify the schedule of works. This will be specific to each block, taking into account current arrangements for smoke alarms in common areas and individual homes, and also related site issues such as tower blocks with car parking facilities within the building. For each location the most suitable measures will be proposed and may include detection systems such as localised alarms in communal areas and/or dwellings, fire suppression systems such as sprinklers, or smoke extraction systems. The appropriate procurement framework will be used in order to appoint the relevant specialists required in order to complete this preparatory work. The detailed plan which will be brought back for consideration by Council in October 2017.

Smoke Detectors

All tenanted properties were fitted with smoke detectors as part of the Decent Homes programme. Tenants are asked to check regularly that the detectors are working and to report any faults to BHP so that repairs can be carried out. An annual test is also carried out by a BHP contractor as part of the annual gas appliance check.

3.1.2 Improved awareness of the mitigation measures in place for civil emergencies

Mitigation

Brent maintains a 24 hour duty officer rota to receive notification of major incidents including large scale fires that require the evacuation of homes. This is supported by a team of trained Local Authority Liaison Officers who can be deployed in an emergency and who are trained in operating a Rest Centre for displaced residents. As part of the Council's Civic Contingencies planning, a risk register of Civil Emergencies is maintained.

The Chief Executive is reviewing our emergency planning and is convening a group of 8 councilors from scrutiny panels and the audit committee to consider the plans in detail. They will come back through the Audit and Scrutiny Committees in the autumn with any recommendations going to Cabinet for approval.

Awareness

Fire in a tower block is an identified risk on the Brent risk register and is assessed and discussed locally each year by the Borough Resilience Forum (BRF), a statutory body of Category 1 and 2 responders that meet to discuss local resilience issues. The BRF in Brent meets quarterly and is a platform to enhance multi-agency understanding of each other's roles, to look at local resilience issues and collaborate across the member organisations. There is a sub-regional and regional structure enabling lessons learned and emerging issues to be shared and for guidance and information to be distributed. Members of the BRF in Brent include Brent Council's Emergency Planning team, Metropolitan Police, NHS England, London Ambulance, London Fire Brigade, British Transport Police, Military, Public Health England, Environment Agency and British Red Cross. Other responders such as utilities, telecoms, and transport operators also contribute but are not represented at every meeting.

The lead organization on the Borough Resilience forum is the London Fire Brigade. The risk of fire in a tower block was last reviewed in July 2017 and the assessment will be presented to the full Borough Resilience Forum for approval in August. This will include a discussion of the risk that will increase awareness amongst the responding agencies. The Borough Resilience forum discusses as a standing item incidents and responses and the August meeting of the forum will be an opportunity to further raise awareness of issues relating to fire safety in response to the incident at Grenfell Tower.

3.1.3 Responding to Wider Public Interest

Information to residents

To deal with the increased level of inquiries, a dedicated email address fire.safety@bhphousing.co.uk has been set up, this has received over 100 external inquiries about fire safety issues in the last month. To provide an alternative means of contact a dedicated phone line 020 8937 2486 has been

set up in the last week. Both the email address and the phone line are being advertised to residents to enable them to request fire related repairs, report issues and ask for information. A letter has been sent to all residents to promote the dedicated contact points and to share information and advice through Frequently Asked Questions. The letter also reminds all residents of the need to keep stairwells, corridors and other exit routes clear of all obstructions including bicycles and buggies, and informs residents that any items that are obstructing escape routes will be removed without notice. (Appendix 3)

Local meetings

Council and BHP officers have attended meetings in Wembley, Watling Gardens and South Kilburn with the 3 local MPs together with Fire Brigade representatives to provide information to residents and deal with any fire safety concerns they may have. A programme of local drop-ins will be held in July-October, these will be advertised to all high-rise residents and will be held in locations convenient for the 37 high rise blocks. The sessions are intended as informal drop-ins where residents can raise individual concerns with the Fire Brigade and with Fire Safety, Estate Inspection and Housing Management staff from BHP, and will also be an opportunity for BHP to share information on the Fire Risk Assessment programme, building inspection frequencies for safety and cleaning checks, and to re-inforce the message about keeping common areas clear from all obstructions so they are safe if an emergency evacuation is needed.

Press and Freedom of Information Inquiries

Since the Grenfell Tower incident, 12 fire-related Freedom of Information inquiries have been received, compared to 2 inquiries on fire safety and expenditure in the whole year 2016-17. The Freedom of Information total includes several press inquiries that are being dealt with as information requests in response to the high volume of press inquiries. Many of the inquiries are requesting detailed information about the number of Council high rise blocks, the Fire Risk Assessment programme and copies of the risk assessment documents. It is likely that the level of inquiries from the press and the public will continue for some time. To assist with responses to external inquiries, the Council's website will be used where appropriate to publicise information and fire safety compliance and frequently asked questions, so that inquirers can be referred to information that is already publicly available. As stated in 3.1.1 above this will include publication of all Fire Risk Assessments.

5.0 Financial implications

- 5.1 If the Council's request for government financial support is rejected, further consideration will need to be given to how this will be funded, with a detailed funding plan to be brought to Cabinet in October 2017, along with the detailed programme of works.

6.0 Legal implications

- 6.1 Owners and landlords of buildings have to comply with various legal obligations to ensure the safety of others and to discharge the duty of care they owe. The fire safety works outlined in this report include safeguards over and above minimum statutory requirements.
- 6.2 The procurement and contract issues arising will be reported at the same time as the detailed and costed programme of works.

7.0 Equality implications

- 7.1 There are no direct equality implications in relation to this report.

8.0 Staffing/Accommodation Implications (if appropriate)

- 8.1 There are no direct staffing or accommodation implications in relation to this report.

Background Papers

Appendices

Appendix 1 – Example Fire Risk Assessment

Appendix 2 – Letter to Secretary of State

Appendix 3 – Letter and Frequently Asked Questions sent to Brent Council
tenants and leaseholders

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PHIL PORTER

Strategic Director of Community Wellbeing

 Brent	<p>Housing Scrutiny Committee 27 July 2017</p> <p>Report from the Strategic Director for Community Wellbeing</p>
<p>Update on Transition back to the Council and the BHP Transformation programme</p>	

1. Summary

This paper provides the Housing Scrutiny Committee with an overview of the:

- 1.1 Transition of the Housing Management function, currently provided by Brent Housing Partnership (BHP) to Brent Council, following the decision relating to the Options Review carried out last year.
- 1.2 Housing Operations Transformation programme, which is a fundamental review of the service's operating model which was required irrespective of the decision to bring the service back to the Council.

2. Recommendation/s

The board is asked to note progress and comment on:

- 2.1 Transition plan and activity, and
- 2.2 The aspirations and scope of the Transformation programme, and achievements to date.

3. Transition

Within the transition plan there are three key streams of work:

- 3.1 Governance – the Council working with the BHP Board to deliver a smooth transition
- 3.2 Contractual issues – legal changes to BHP's status, and resolution of any contractual issues in order to ensure continuity of services to residents
- 3.3 Staffing – the TUPE transfer of staff from BHP into the Council

4. Governance

The Council and the BHP Board are working towards a transition date of 2 October 2017, which will trigger two key changes:

- 4.1 The housing management service for the 11,000 council properties will move back to the Council, and
- 4.2 The changes to BHP the company to allow it to carry out the significantly reduced responsibilities for the 329 properties that BHP manage which are not council properties. This is as a consequence of the June 2017 Cabinet decision to retain this separate company in the short term and reassess as I4B develops as a company over the next 18 months.
- 4.3 In order to deliver these changes, the Council and the BHP Board are working closely together. The Council and the BHP board have agreed a variation agreement which formally sets out the governance arrangements and decision making powers of each party during the transition period. This contract formalises the strong commitment on both parties to work closely together during the transition period, and includes agreement to second an officer (Hakeem Osinaike) into BHP on a part-time basis during the transition period.
- 4.4 The BHP board retains the right to take decisions regarding service delivery, as it remains legally responsible for delivering services up until 2nd October 2017. However, the legal agreement does prevent specific decisions such as the disposal of stock, and does include provision for ensuring that the Council is given the opportunity to give its view on decisions, which the BHP Board have committed to giving due regard to. In practice, there is only one contract that requires a procurement decision during this period, which is being carried out in partnership with the Council, and for which the recommendation will be to extend the contract for a period of 12 months so that a longer term view can be taken once the service has been fully embedded within the Council.
- 4.5 The two parties are also working closely on the changes required to terminate the management agreement (the agreement under which BHP managed the Council's housing) and to change the articles of association of the retained company.
- 4.6 In addition to the formal mechanisms, and the continuation of existing governance (from the BHP Board to resident engagement and scrutiny) there are also a range of practical measures in place to ensure that the focus is on service improvement and a smooth transition, including:
 - Joint supervision for the Managing Director with the BHP Board Chair and the Strategic Director Community Wellbeing
 - The Housing Operations Transformation Board, which is chaired by the Council's Chief Executive and includes senior reps from the Council and BHP
 - Resident and Member Panel, which is an informal panel providing Councillors and Resident Board Members oversight and input into the

transition with a particular focus on communication and engagement of residents.

5. Contractual Issues

5.1 To enable continuity of provision to BHP tenants, the intention is to novate or assign any relevant BHP contracts. This will ensure the Council is able to utilise these contracts pending any re-procurement of contracts by the Council itself. Prior to agreeing to the novation or assignment of contracts to the Council, Officers will undertake relevant due diligence work to assess the risks and appropriateness of any novation or assignment

5.2 Where possible, contracts that were due to be reviewed during the transition period have been extended to enable the Council to take a longer term view of them once the transfer has taken place.

5.3 Following transfer, BHPs contracts will be mainstreamed with the Council's, with contracts being extended or break clauses exercised to align contract end dates to enable joint procurement.

5.4 Following the transfer date, all contracts will be let according to the Council's Standing Orders.

5.5 In June 2017, Cabinet took the decision to retain BHP in revised form, as a Registered Provider (RP) of housing. As such the 329 properties within its portfolio will continue to be owned by BHP, and following the transfer date, a reverse SLA will be put in place between BHP and the Council in order to enable the Council to provide services to BHP tenants and ensure continuity of services for these residents.

5.6 In addition to the core management agreement, BHP is also contracted by the Council and by I4B as a provider of some other services, and this will require alternative arrangements to be put in place:

- I4B – BHP provides refurbishment and some management services to I4B. The existing contract will be ended and a new one put in place between I4B and the Council's Housing Management team.
- Brent Direct Lettings (BDL) – BHP leases properties from private landlords and manages them as temporary accommodation on the Council's behalf. As the properties are leased to BHP, only BHP can issue tenancies to these properties, the most sensible approach appears to be to maintain the existing contract, and put in place an SLA from BHP to the Council to cover provision of management services. The legal team are working through the detail of Legal are checking the contracts around BDL to ensure that this solution is viable.

6. Staffing

6.1 There have been monthly briefings with all staff through 2017, including a full briefing after the Cabinet decision on 25 April 2017. A variety of communications activities are ongoing, including fortnightly drop-ins for staff to ask questions, regular updates via email and team briefings, and

an intranet page on both the Brent and BHP intranets to provide updates on both the transformation programme as a whole, and the specifics of the transition process. The Council and BHP will continue to work together to ensure that staff remain informed, are consulted and feel supported as the transition and transfer processes take shape and are implemented. This is vital to promote staff engagement and ensure business continuity during the transition and transfer. The same consultative approach will be adopted for integration of functions into the council once the transfer has taken place.

- 6.2 The transfer of staff that are currently employees of BHP i.e. those on permanent or fixed term contracts, will constitute a “relevant transfer” under the Transfer of Undertakings (Protection of Employment) (TUPE) Regulations 2006. Those currently engaged as interims or agency workers by BHP do not have the right to transfer under TUPE, however, the Council and BHP are considering the potential options to provide additional security for these staff in order to stabilise service delivery during this period.
- 6.3 There is a statutory requirement to consult with recognised trade unions and staff about the transfer for a minimum of 30 days before any TUPE transfer takes place, but given the timing of the consultation over the school summer holidays, the intention is to begin formal consultation on the TUPE transfer began on 4th July with a Trade Union consultation meeting and staff briefings, and it will continue for a period of two months. Staff will then be issued individual transfer letters in September for a proposed “lift and shift” from BHP to the Council on 2nd October 2017.
- 6.4 The council intends to, where practicable, establish and recruit to the most senior roles required within the council's housing management structure to manage the integration of the housing management functions into the Council. This approach will ensure continuity, stability and assist with the integration of BHP staff into the council once a transfer has taken place. The process for recruiting to the two Heads of Service (Customer Services and Property) for the new service is now almost complete and it expected that the posts will be appointed to by the end of July.

7. Transformation Programme

7.1 The Housing Operations Transformation programme seeks to ensure the Housing Operations Management function, hitherto managed by Brent Housing Partnership, but due in October 2017 to transfer back to the Council, is a service which is fit for purpose and fit for the future.

8. Vision

- 8.1 The overarching vision for the programme is to deliver:
“Contemporary, digital, seamless services which really work for customers, delivered by professionals who are equipped, engaged and efficient”

9. The current environment

9.1 A review of customer feedback, performance data and complaints, would suggest that the current operating environment is sub optimal.

Fundamental gaps in systems provision, fragmented information, and limited insight about the nature of demand means that the service is very manually intensive and accordingly more erratic and costly than it needs to be.

9.2 Based on extensive analysis of the current operating environment, it is clear that staff currently have to work extremely hard, and excessively manually, to deliver in an environment which is not adequately supported by systems, and where data is harder than necessary to get hold of, and oftentimes is only available via other people (costly double handling of work). This has a direct impact on the customer experience, in terms of:

- difficulty in accessing services
- how long things take to get done
- scope for missed deadlines, and
- things falling through the cracks

9.3 Culture (supported by training of staff and contractors to achieve the desired behaviours and attitudes) and evidence based performance management are also key areas to ensure operational rigour and success.

10. A new 'target operating model' for Housing

10.1 The programme is an opportunity to optimise people, process and technology into a robust operation which systematically:

- Delivers 'brilliant basics' by equipping and empowering staff to give the best service possible promptly and effectively
- listens to customers, acts on their feedback, and minimises (controllable) complaints
- engages residents far more broadly than today in scrutinising our services and quality assurance of our contracted services
- makes best use of modern technology to transform the customer experience, and to work more effectively with partners and contractors
- uses 'joined up' customer and/or property data as insight to efficiently to plan future services; setting strategy, maximising efficiency, reducing failure demand, driving channel shift and getting things right first time

11. What will the programme deliver?

The Transformation Programme will deliver the following products;

11.1 Analysis and design: Both the current and desired future states will be documented, and options put forward for organisational design. Once a preferred structure has been selected, the detailed documentation to support implementation of the new operating model will be produced.

11.2 IT work stream : This will implement a new Customer Relationship Management system that provides the whole organisation with case management, contact management, remote working and rapid access to data that is currently spread across the 18 separate systems in use today at BHP

11.3 Process work stream: All processes will be identified, mapped and information sources gathered in order to be able to implement the new system across all Housing functions. Performance indicators, service levels, and management reporting will be clarified and specified so that process automation and escalation can be achieved

11.3 People Work stream: This covers all the change management activity to help us to take staff with us on the transformation journey. It covers everything from writing the JDs for the new structure, to culture change, communications, capacity planning, training and management development

11.4 Customer Work stream: This includes everything that impacts on the customer experience, from service standards, to customer strategy, to the design, testing and implementation and promotion of the new customer portal

The specific deliverables are listed in the high level project plan in Appendix B

12.What will the programme not deliver?

12.1 All core housing functions (Housing Management, Repairs, Asset Management Investment /Planned Works, Compliance, Income , Rent Accounting, and Home Ownership, Resident Engagement, Customer Service, and Complaints) are included within the scope of this transformation, except for the Development, which is likely to transition to the Council's Development team. Out of scope also are the support services such as BHPs HR, Finance and Communications functions as these will be TUPE transferred to the corporate support services teams in October 2017.

13.What has been achieved to date?

13.1 Achievements to date have been principally about programme set up:

- A Housing Operations Transformation Board has been operating since January 2017, with the CEO as the Chair
- The programme has been fully scoped (Programme Mandate, Programme PID)
- Resources have been funded and recruited internally (a case was made for 3.5 resources at a cost of £250K).
- Detailed IT Analysis has been commissioned from the Councils Digital Strategy consultants at a cost of £50k

- This analysis has led to development of a business case for a new Customer Relationship Management (CRM) system which integrates with the 18 systems in use across BHP. The £700k project has been approved by the Transformation Board, and the procurement has commenced

13.2 The programme has also almost completed its Discovery/ Analysis phase.

13.3 Staff have been actively engaged throughout this phase of the programme. 94% of all BHP staff have attended one or more of the 40 plus workshops that have been conducted between March and June, with a view to understanding what works well and what needs to be improved. A total of 800 suggestions have been put forward by staff across all areas of BHP, and these are being reviewed by the programme team and service managers.

13.4 The active engagement of staff in transformation not only encourages high levels of buy in from staff, but also makes the most of their expertise and experience in terms of where the barriers are to excellent customer service.

14.Costs and Benefits

14.1 The investment on Transformation is £1m (£700k in IT, £50k on IT analysis and £250k on programme resources, as stated above). Whilst the primary driver for the transformation is service improvement, and not savings in the immediate short term, it is envisaged that the new operating model will enable future savings to be delivered, addressing the Housing Management contribution of £1.m to the current £3.6m ‘ gap’ in the HRA every year from 19/20 onwards.

15.The impact of shared services on residents

15.1 Bringing the Housing service back into the council will not impact on residents at all in the short term. The same people will be delivering the same service, and there will be no material change. This organisational change is should be a seamless transition for residents.

15.2 With Transformation, we have already seen the benefits of closer working with the council – notably in respect of IT, where our process of selecting and procuring a Customer Relationship Management system has been accelerated by aligning with the Council’s Digital Board.

15.3 We have also started some joint projects with other council directorates, for example in resolving a long standing estate parking enforcement, and we expect this type of collaboration to increase as the service beds back into the council.

15.4 In terms of resident engagement in particular, the plan is to continue with exactly the same fora that are in place today, and the same publications, from now, through transition and until the new operating

model is delivered. There will be opportunities for residents to participate in co-design of our web portal, development of our customer strategy, and clarification of our service standards through usability testing, surveys and focus groups respectively, during the last 6 months of this year.

15.5 As part of Transformation, a new approach to resident engagement is being developed which has far wider reach than is possible through traditional means and which actively involves residents in monitoring the services we, and our contractor partners provide.

15.6 The current emphasis is on face to face involvement and engagement, and the intention is to maximise the use of digital to reach far more people through a variety of means – surveys, real time satisfaction ratings, straw polls and the like, and in so doing raise the voice of the currently ‘silent majority’.

16. What happens next?

16.1 The high level project plan in Appendix A maps out deliverables and milestones for the full programme lifecycle. In summary, the analysis phase will be completed in July, and the design phase will commence in August with some high level designs for the new operating model. When a preferred model is selected (in October) detailed design will commence and be completed by the end of the calendar year. It is expected that staff consultation for the new operating model and structure will run from January to March 2018, ahead of the planned implementation of the new operating model in June/July 2018.

The CRM project (on the critical path for the programme) is due to commence in late October.

Contact Officers

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PHIL PORTER
Strategic Director for Community Wellbeing

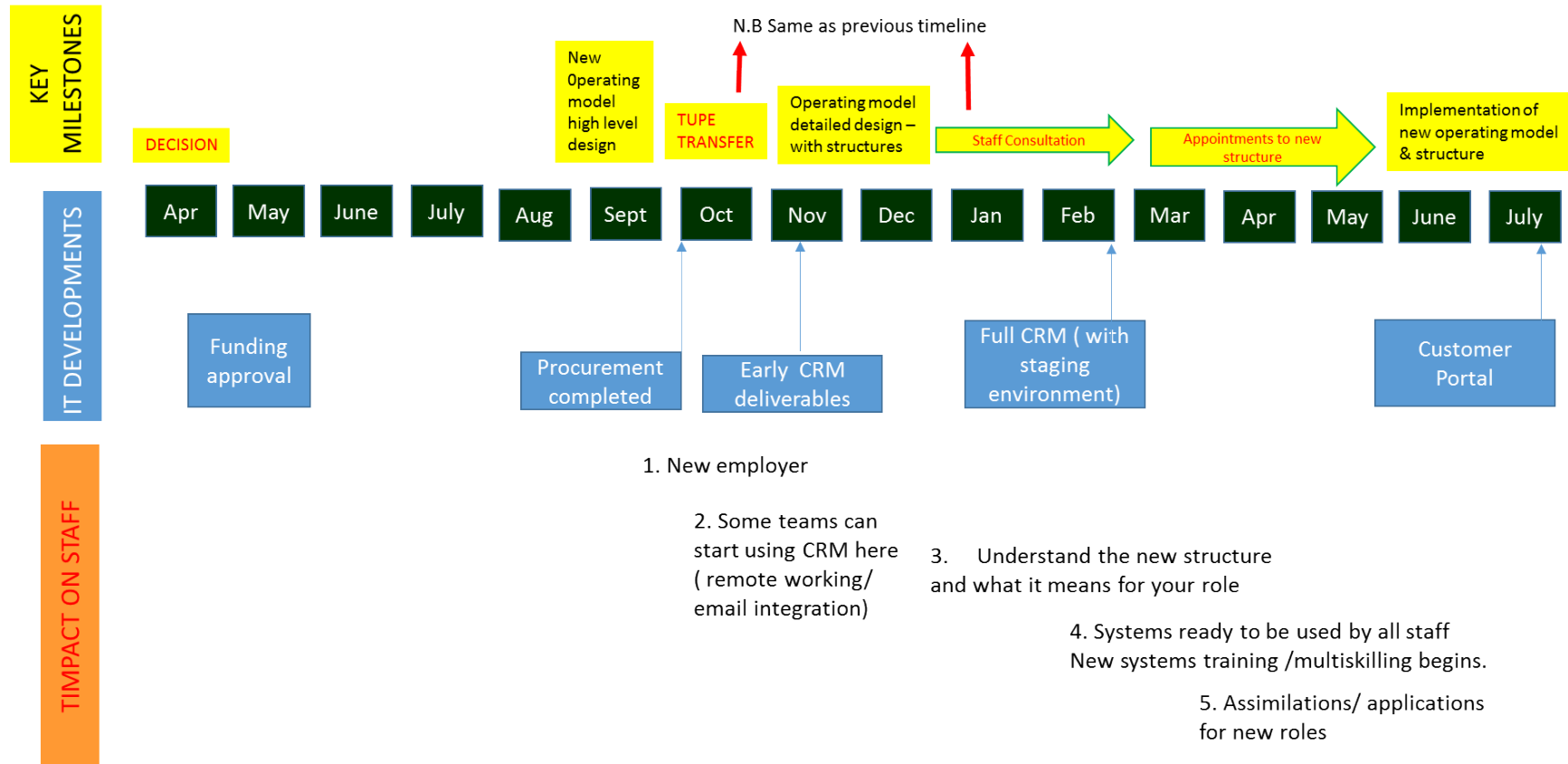
Appendix A - High Level Project Plan

Transformation Timeline	2017												2018						
Red denotes key milestones	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July
Programme - pre initiation																			
Resources and funding																			
IT Consultancy																			
Convene Transformation Board																			
Convene Transformation Working Group																			
Programme Initiation Document																			
CRM Business Case - financials																			
CRM Go/no go																			
TOM Development																			
Analysis																			
Design																			
TOM Approval																			
Build																			
Implementation																			
IT workstream																			
Procurement																			
Documentation - architecture																			
Clickable prototypes																			
CRM Core - including user interface																			
CRM processes/Interfaces(staging)																			
Portals built																			
Portals live																			
People workstream																			
Structures and JDs etc																			
Performance management regime																			
Change management strategy																			
Culture development																			
Multiskilling / skilling up																			
Contact centre/ delivery capacity planning																			
Back office capacity planning																			
Staff Consultation																			
Implement/ appoint																			
Process workstream																			
classification system																			
process scripts and data																			
SLAs																			
Pis/KPIs																			
CRM config																			
CRM full deployment																			
Data architecture																			
New functions; operating environment																			
Customer Workstream																			
Customer Strategy (including engagement)																			
Customer Insight - current full analysis																			
Co design with residents - web portal																			
Service Standards																			
Deploy case/contact management																			
Customer data gathering initiative																			
Portal launch prep																			
CRT capacity building projects																			

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Appendix B: Overarching timeline for Transition and Transformation

Updated timeline for Transformation : April 2017 – July 2018



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 Brent	Housing Scrutiny Committee 27 July 2017 Report from the Strategic Director of Performance, Policy & Partnership
Wards Affected: All	
Co-opted Members	

1. Summary

- 1.1. The paper sets out a suggested process for appointing co-opted members to the committee, taking into account evidence from other London boroughs which have co-opted members to their housing scrutiny committees.

2. Recommendation(s)

- 2.1. The Committee's membership be extended to two (non-voting) co-opted members appointed following a competitive recruitment process as outlined within the report; and
- 2.2. The Committee note that appointments will be formally made at the next meeting of Full Council on 18 September 2017.

3. Detail

- 3.1. Following the decision of Cabinet in April that housing management services to the council's tenants and leaseholders will be provided by the council itself, the Housing Scrutiny Committee was established during the May 2017 Full Council meeting, and allowed for co-optees to be included as the committee saw appropriate. Having taken into account the views of the BHP member-resident panel, and following discussion at the committee's work planning meeting on 27 June 2017, members agreed that it is important to ensure the voices of BHP tenants and leaseholders continue to be heard, by co-opting one of each to the committee (while further exploring how those of registered providers could also be heard).
- 3.2. An examination of Housing Scrutiny Committees with co-opted members at LB Islington and Tower Hamlets shaped the recommendations for this report.

- 3.3. LB Islington has one elected and one appointed co-opted member. The contribution from the co-opted members have provided insight from everyday events faced by residents. While the elected members were able to provide a degree of insight from the policy perspective and some of the operational implementation of actions undertaken by the Housing team, Islington's experience was that appointed members were able to shed more light on the experience from the user's perspective, as they had been co-opted on the basis of their skills and experience.
- 3.4. LB Tower Hamlets recruited two persons (a tenant and a leaseholder) resident within estates run by Tower Hamlets Homes (THH). The co-opted members have actively contributed across a number of housing issues brought to committee. Given their long-term residency, this ensured insight which provided tangible examples of the user experience of services delivered by the Housing team.
- 3.5. Undertaking a recruitment process ensured TH were able to identify persons motivated to contribute meaningfully to scrutiny with the required experience and skills to decipher, often complicated housing rules and policies.
- 3.6. Drawing upon the experience of these two authorities, the committee can learn some lessons to inform its own process for co-opting a council tenant and leaseholder. A process to select co-optees on the basis of their skills and experience appears to yield the best chance of valuable contributions to the work of the committee, rather than elections.
- 3.7. Other councils have found that achieving full attendance from co-optees at meetings can prove to be an issue, and it will be important that candidates' commitment to the role is explored in any selection process, as well as emphasising the value and importance of their contributions. It is important that the role description which is publicised to potential candidates is fully clear about the extent of co-optees' rights and responsibilities on the committee.
- 3.8. By the same token, it will be important to be clear about the limits of the role. For example, co-optees will have no formal voting rights on the committee (as this is not permitted by law); and for the 2017/18 year at least, the work programme will have been agreed, so there will be limited scope to influence this.
- 3.9. The proposed method for selecting and appointing BHP tenant and leaseholder co-optees to the committee is set out below.
- 3.10. **Selecting co-opted members for Brent:** Both co-opted members should be resident within Brent Council property with one tenant and one leaseholder.
- 3.11. The interview panel should include:
- Chair of Housing Scrutiny Committee;
 - Vice Chair of Housing Scrutiny Committee;

- Manager, Policy & Scrutiny;
- Operational Director Housing, Community Wellbeing.

3.12. Timeline:

- Agreement of selection process – 27 July;
- Advertisement period – 31 Jul to 18 Aug;
- Interview period– 21-25 Aug;
- Offer of appointment made to short-listed co-opted members – 29 Aug;
- Submission to Full Council meeting - 18 September.

4.0 Financial Implications

- 4.1 As agreed at Full Council in May the cost of the co-opted member allowances will be £226 per person (which is the same as the for education co-opted members on the Community and Wellbeing Scrutiny Committee). Schedule 1 (p328), Part 8 of the Constitution, sets out the payment for each co-opted member at £226 per person. The maximum cost is expected to be £452 in any one financial year for these co-optees (i.e. £226 for 2 members). The cost of the allowances will be funded from, and can be contained within, the overall Members Allowances budget.

5.0 Legal Implications

- 5.1 The Council has the power to co-opt people from outside the council to sit on scrutiny committees. The appointment of co-opted members is a non-delegable Full Council function and the persons appointed would not be permitted to vote.

6.0 Equality Implications

- 6.1 As with all Council appointments, the recruitment and selection process must be inclusive and accessible. The two opportunities should be advertised via communication channels that reach as many tenants and leaseholders as possible, including people with disabilities. Reasonable adjustments should be considered upon request. Appointed Co-opted members will be supported to ensure that they fully understand their role and responsibilities.

7.0 Staffing/Accommodation Implications (if appropriate)

- 7.1 None


Background Papers

- None

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 Brent	Housing Scrutiny Committee 27 July 2017 Report from the Director of Performance, Policy and Partnerships
Wards Affected: All	
Housing Scrutiny Committee 2017-18 Work Programme	

1.0 Summary

1.1 This report sets out the scope of the Housing Scrutiny Committee's draft work programme for the next municipal year 2017-18. The work programme covers a broad range of items and policy areas across fire safety for tower blocks, transformation of Brent Housing Partnership, developing oversight for Housing Associations to preparing for legislation on homelessness and was selected by members of the committee based on criteria for effective scrutiny. It also sets out the remit for the committee and its responsibilities for scrutiny.

2.0 Recommendations

2.1 Members are asked to discuss and agree the report and the work programme set out in Appendix A.

3.0 Background

3.1 Scrutiny is a member-led process which looks at the performance of Brent Council and other organisations in the borough to ensure that they deliver good quality services to local residents. The role is to challenge effectively and the committee endorses the principles of effective scrutiny which have been developed by the Centre for Public Scrutiny. They are to provide a 'critical friend' challenge to Cabinet, be independent-minded, drive improvement in public services, and finally to provide a voice for concerns of the public and Brent's communities. The committee sets out to do this in a constructive way.

4.0 Remit

4.1 The Housing Scrutiny Committee's remit is to scrutinise housing functions within the Community Wellbeing department, including the transfer of Brent Housing Partnership Ltd; housing supply; housing growth numbers; temporary accommodation; landlord licensing; the private rented sector; housing policy;

homelessness; registered providers; supported housing; floating support, and home adaptations. Its remit covers the portfolio areas of the Leader, Deputy Leader, and Cabinet Member for Housing & Welfare Reform.

4.2 Under Section 21 of the Local Government Act 2000 local authorities are required to appoint at least one committee to provide overview and scrutiny. The committee is also responsible for scrutinising the partnership work of the Safer Brent Partnership and receives their annual reports each year.

4.3 The committee has its own chair and vice-chair and is made up of six other elected members. In accordance with the council's Standing Orders, there may be two co-opted members for Housing.

5.0 2017-18 work programme

5.1 In order to scrutinise effectively and to co-ordinate its activities with the Cabinet's forward plan of decision-making the committee has agreed its own work programme for 2017-18. These include the items it will discuss at committee and its three task groups for the municipal year.

5.2 Members have decided on items which best suit the criteria for effective scrutiny in Brent. It is up to the committee to select the items for inclusion in its work programme, however ideas were brought together from a number of sources to assist members in their choices.

5.3 Ideas included suggestions from service areas, performance and budget monitoring information, the Cabinet forward plan. There are also a number of statutory items which have to be on the committee's work programme such as annual complaints report and the annual report on the Safer Brent Partnership. The Work programme remain fluid with the flexibility to prioritise items of significant borough wide importance; and where officers and the chair agree changes.

5.4 Ideas and suggestions were judged against key criteria for inclusion in the scrutiny committee's work programme. These include:

- clear alignment with priorities set out in the Borough Plan and Brent 2020 Vision.
- outcomes and benefits which can be delivered by the intervention of scrutiny.
- is there a major council policy or strategy to be agreed by the Cabinet seeking contribution from scrutiny.
- subject is related to underperformance of a service where the intervention of scrutiny would enable an improvement in performance.
- the issue being scrutinised can directly be influenced by the actions of the council – i.e. is not a review of national policy over which the council is unlikely to be able to exert any influence.
- there is clear evidence that the subject is of significant public concern and merits the consideration of scrutiny.

6.0 Financial Implications

6.1 There are no immediate financial implications arising from this report.

7.0 Legal Implications

7.1 There are no immediate legal implications arising from this report.

8.0 Diversity Implications

8.1 There are no diversity implications immediately arising from this report.

Background Papers

None

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Housing Scrutiny Committee Work Programme 2017-18

Thursday 27 July 2017

Agenda Rank	Item	Objectives for Scrutiny	Cabinet Member/Member	Attendees
1.	Fire safety measures for tower blocks across Brent	1.To assess the risk of any event similar to that of Grenfell Tower occurring particularly in social housing in Brent, and provide assurance if appropriate 2.Improved awareness of the mitigation measures in place for civil emergencies; 3. Responding to wider public interest.	Cllr Harbi Farah, Lead Member for Housing and Welfare Reform	Phil Porter, Strategic Director Community Wellbeing Peter Gadsdon, Director of Performance, Policy & Partnerships
2.	Timeline of integration of Brent Housing Partnership (BHP) & Transformation programme	1.Taking stock of the current state the transformation plan; 2. Understand the impact on shared services for residents.	Cllr Harbi Farah, Lead Member for Housing and Welfare Reform	Phil Porter, Strategic Director Community Wellbeing
3.	Initial arrangements for co-opted members	Agree method and criteria for recruiting one BHP tenant and one BHP resident as co-optees.	Cllr Janice Long	N/A

4.	Scrutiny Committee's Work Programme 2017-18	The report updates Members on the Committee's Work Programme for 2017-18	Cllr Janice Long	N/A
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Thursday 14 September 2017

Agenda	Item	Objectives for Scrutiny	Cabinet Member/Member	Attendees
1.	Rent and management of Travellers site	1. Scrutinising issues leading to arrears.	Cllr Harbi Farah, Lead Member for Housing and Welfare Reform	Rowan Limond, Managing Director BHP (and Oxfordshire County Council); Residents of the site; Hakeem Osinaike, Operational Director Housing
2.	Scope – task group on fire safety in social housing	1. Agree scope (to have regard to work already done and previous reports to committee and full Council).	Cllr Harbi Farah, Lead Member for Housing and Welfare Reform	Phil Porter, Strategic Director Community Wellbeing; Peter Gadsdon, Director of Performance, Policy & Partnerships
3.	Developing oversight for Brent based Housing Associations (HA)	1. Develop a set of common indicators to measure performance of HAs in Brent; 2. Create a Terms of Reference for HAs to submit data towards an annual report;	Cllr Harbi Farah, Lead Member for Housing and Welfare Reform	Hakeem Osinaike, Operational Director Housing John Magness, Head of Housing Partnerships
4.	Scrutiny Committee's Work Programme 2017-18	The report updates Members on the Committee's Work Programme for 2017-18	Cllr Janice Long	N/A

Wednesday 1 November 2017

Agenda	Item	Objectives for Scrutiny	Cabinet Member/Member	Attendees
1.	Housing complaints	1. Scrutinise housing complaints from annual complaints report and determine key messages; 2. Scrutinise handling of vexatious complaints; 3. Review new complaints handling mechanism after BHP dissolved	Cllr Harbi Farah, Lead Member for Housing and Welfare Reform	Hakeem Osinaike, Operational Director Housing
2.	Implementation of actions previously recommended by Local Government Ombudsman	1. Evidence of action taken based on the recommendations from the Local Government Ombudsman.	Cllr Harbi Farah, Lead Member for Housing and Welfare Reform	Hakeem Osinaike, Operational Director Housing
3.	Brent's Housing Associations: scrutiny task group report (July 2016)	1. Evaluate progress on recommendations from original report to CWB Scrutiny Committee in July 2016.	Cllr Harbi Farah, Lead Member for Housing and Welfare Reform	John Magness, Head of Housing Partnerships; Hakeem Osinaike, Operational Director Housing
4.	Scrutiny Committee's Work Programme 2017-18	The report updates Members on the Committee's Work Programme for 2017-18	Cllr Janice Long	N/A

Tuesday 16 January 2018

Agenda	Item	Objectives for Scrutiny	Cabinet Member/Member	Attendees
1.	Housing Revenue Account (HRA) rent setting	Pre-scrutiny of decision.	Cllr Harbi Farah, Lead Member for Housing and Welfare Reform	Hakeem Osinaike, Operational Director Housing
2.	Fire Safety task group report	1. Agree final report to committee before submitting to Cabinet in Feb.	Task Group chair (TBD); Cllr Harbi Farah, Lead Member for Housing and Welfare Reform	Phil Porter, Strategic Director Community Wellbeing; Peter Gadsdon, Director of Performance, Policy & Partnerships
3.	Brent based Housing Associations (HA) delivery of social housing	1. Use of existing assets 2. Future strategy for Brent 3. Welfare issues addressed by HA (methods, means, and areas of collaboration with LBB) 4. Commitment and action between HA and their section 106 commitments	Cllr Harbi Farah, Lead Member for Housing and Welfare Reform	Senior representatives of first HA
4.	Scrutiny Committee's Work Programme 2017-18	The report updates Members on the Committee's Work Programme for 2017-18	Cllr Janice Long	N/A

Thursday 22 Feb 2018

Agenda	Item	Objectives for Scrutiny	Cabinet Member/Member	Attendees
1.	Leaseholder services	Section 20 consultation process: <ul style="list-style-type: none"> notice of intention; notification of estimates; notification of award of contract; 	Cllr Harbi Farah, Lead Member for Housing and Welfare Reform	Hakeem Osinaike, Operational Director Housing
2.	BHP Development plans	<ul style="list-style-type: none"> Size of portfolio; Value of portfolio; Management and usage plans beyond integration of BHP within LB Brent Housing; Financial forecast. 	Cllr Harbi Farah, Lead Member for Housing and Welfare Reform	Hakeem Osinaike, Operational Director Housing
3.	Brent based Housing Associations (HA) delivery of social housing	<ol style="list-style-type: none"> Use of existing assets Future strategy for Brent Welfare issues addressed by HA (methods, means, and areas of collaboration with LBB) Commitment and action between HA and their section 106 commitments 	Cllr Harbi Farah, Lead Member for Housing and Welfare Reform	Senior representatives of second HA
4.	Scrutiny Committee's Work Programme 2017-18	The report updates Members on the Committee's Work Programme for 2017-18	Cllr Janice Long	N/A

Wednesday 21 Mar 2018

Agenda	Item	Objectives for Scrutiny	Cabinet Member/Member	Attendees
1.	'Find your home' programme	1. Performance of the scheme in Brent; 2. Understand whether programme is fit for purpose based on social needs; 3. Understand the relationship with welfare reform; 4. Impact on homelessness with special focus on Children & Young People.	Cllr Harbi Farah, Lead Member for Housing and Welfare Reform	Hakeem Osinaike, Operational Director Housing
2.	Homelessness Reduction Act	1. Role of the Trailblazer programme in delivering reduction in homelessness; 2. Council's preparation for the delivery of the new legislation.	Cllr Harbi Farah, Lead Member for Housing and Welfare Reform	Hakeem Osinaike, Operational Director Housing
3.	Brent based Housing Associations (HA) delivery of social housing	1. Use of existing assets 2. Future strategy for Brent 3. Welfare issues addressed by HA (methods, means, and areas of collaboration with LBB) 4. Commitment and action between HA and their section 106 commitments	Cllr Harbi Farah, Lead Member for Housing and Welfare Reform	Senior representatives of second HA
4.	Scrutiny Committee's Work Programme 2017-18	The report updates Members on the Committee's Work Programme for 5. 2017-18	Cllr Janice Long	N/A

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