



Housing Scrutiny Committee

Wednesday 21 March 2018 at 7.00 pm

Boardrooms 3-5 - Brent Civic Centre, Engineers Way,
Wembley, HA9 0FJ

Membership:

Members

Councillors:

Long (Chair)
Ms Shaw (Vice-Chair)
S Choudhary
Daly
Harrison
Hector
Hylton
Kabir
Naheerathan

Substitute Members

Councillors:

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

Councillors:

Maurice and Warren

Co-opted Members:

Michele Lonergan, Brent Leaseholder

Karin Jaeger, Brent Tenant

For further information contact: Nikoleta Nikolova, Governance Officer
tel: 0208 937 1587, Nikoleta.Nikolova@brent.gov.uk

For electronic copies of minutes, reports and agendas, and to be alerted when the minutes of this meeting have been published visit:

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 to charitable purposes;
 - whose principal purposes include the influence of public opinion or policy (including a political party or trade union).
- (b) The interests 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 and clarification of alternate members	
2 Declarations of interests	
	Members are invited to declare at this stage of the meeting, the existence and nature of any relevant disclosable pecuniary, personal or prejudicial interests in the items on this agenda and to specify the item/s to which that interest relates.
3 Minutes of the previous meeting	1 - 8
	To approve the attached minutes from the previous meeting on 22 February 2018 as a correct record.
4 Matters arising (if any)	
	To consider any matters arising from the minutes of the previous meeting.
5 Deputations (if any)	
	To hear any deputations received from members of the public in accordance with Standing Order 67.
6 Petitions (if any)	
	To discuss any petitions from members of the public, in accordance with Standing Order 66.
7 Brent based Registered Providers (RP) delivery of social housing	9 - 22
	Housing Scrutiny Committee seeks to have an oversight of service delivery in the borough as housing is increasingly delivered by a number of landlords, including the Council, Registered Providers (RP), private landlords and rent schemes such as Shared Ownership. The Committee has requested that Registered Providers active in the borough report on the level and quality of services they deliver to local residents.

8 Homelessness Reduction Act

23 - 38

This report provides information about the Homelessness Reduction Act 2017, and the key changes that it will introduce. It also provides feedback on the role and general performance of the Single Homeless Prevention Scheme (SHPS) trailblazer scheme and the extent to which it is meeting its objectives.

9 Impact of Landlord Licensing

39 - 52

This report sets out the private housing services experience of the impact of private rented property licensing on tenants since the introduction of the Brent Selective and Additional HMO licensing schemes in January 2015. The report aims to provide the committee with an update against the objectives of landlord licensing, an update on the new 2018 Selective designation scheme and prospects for further extension of the schemes

10 Housing Management - Customer Service

53 - 56

The purpose of this report is to inform members of the Scrutiny Committee on the current performance status of the Housing Contact Centre, the improvements since October, when the service was insourced and those planned for the future.

11 Scrutiny Committee's Work Programme 2017-18

57 - 66

12 Any other urgent business

Notice of items to be raised under this heading must be given in writing to the Head of Executive and Member Services or his representative before the meeting in accordance with Standing Order 60.

Date of the next meeting: **To be confirmed**



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.



MINUTES OF THE HOUSING SCRUTINY COMMITTEE Thursday 22 February 2018 at 7.00 pm

PRESENT: Councillor Long (Chair) and Councillors S Choudhary, Daly, Harrison, Kabir, Naheerathan, Maurice

Co-opted members: Karin Jaeger and Michele Lonergan

Also Present: Councillor Mahmood

1. Apologies for absence and clarification of alternate members

Apologies were received from Cllrs Hylton and Shaw

2. Declarations of interests

None declared.

3. Minutes of the previous meeting

It was **RESOLVED** that the minutes of the previous meeting held on 16 January 2018 be approved as an accurate record of the meeting.

4. Matters arising (if any)

None

5. Deputations (if any)

None

6. Petitions (if any)

None

7. Order of Business

RESOLVED that the order of business be amended as set up below.

8. Brent based Registered Providers (RP) Delivery of Social Housing

The meeting was joined by Debbie Smith (Head of Region, Genesis), Carl Byrne (Director of Housing, Genesis) and Jeff Fletcher (Business Manager, Genesis) who introduced the report and gave members a high level oversight of Genesis's service delivery to residents in Brent. Members heard that as one of the leading housing associations in the UK, Genesis demonstrated a strong presence, with more than 6000 properties in the borough as of March 2017.

The committee heard that Genesis was committed to working and maintaining strong relationship with residents and landlords. As part of this, all tenants had been issued with a handbook, setting out clear expectations and responsibilities. Moreover, clear communication channels existed and residents could contact Genesis through their customer service contact centre and central email address as well as seek information on their website when necessary. Members were also updated that on 1st February 2018 a decision had been made by Genesis to merge with Notting Hill Housing. The merge would happen over a transition period of at least two years, during which IT systems as well as service and management structures would be integrated. As part of the merger process, plans were being put in place to appoint a local contact officer, whose details would be shared upon completion of the process.

Responding to members' enquiries on the relationship between Genesis and residents, officers explained that whilst challenging due to the on street location of most properties, Genesis was committed to address this and engage with residents as much as possible. As part of this, regular site inspections were carried out on a quarterly basis and residents were invited to join. In addition, residents were encouraged to take part in forums and information was shared through the use of noticeboards, newsletters and email updates. Genesis stated a commitment to support setting up of residents groups to set up and there was a designated team to support this process. Finally, members heard that residents were encouraged to engage at various stages of housing management contracts monitoring processes, especially with contractors to scrutinise their work and that this was promoted throughout the entire stock of properties

On the matter of engagement, members noted that significant issues still existed in terms of regular and consistent engagement with local councillors, with little or no follow up given on members' enquiries. Acknowledging the Committee's concerns, Genesis gave assurances that members views would be taken on board and Genesis would seek to address these in order to bring it up to the required standard. In welcoming members recommendations, officers stated that should members have any unresolved queries then these could be send to the designated members enquiries email address for further consideration and response. In addition, Genesis updated that it was in the process of introducing a new Customer Relationship Management (CRM) system which would further improve its ability to process and provide an audit trail of all interactions made.

When asked about the conversion of social tenancies to affordable rents, Genesis explained their long standing conversion policy. The Committee was advised that the overall turnaround of converted tenancies was relatively low, at about 2%, due to the low annual number of voids. Generally, conversion of rents from social to affordable was based on a combination of factors including the housing association's ability to build, grants attached to the property, grants available from central government and the revenue required to be raised, with an affordability assessments carried out on each instance.

With regards to Genesis' Leasing Scheme, members heard that this was a scheme for temporary leasing of homes, which had been operational for a number of years. The representatives stated that in principal Genesis would seek preliminary agreements with the private landlords and these were available to Brent Council for use as temporary accommodation, thus helping to manage the housing register

Members expressed concerns that over the past several years the number of available temporary accommodation had been gradually decreasing and sought assurances as to whether Genesis was actively pursuing the market. In response, officers explained that the market had proven a difficult one to enter but highlighted that Genesis was committed to address the issue and was working diligently to attract more landlords.

Regarding tenancy tenure, Genesis representatives explained that all new tenants who have joined since April 2012 were only issued a 5 year fixed term tenancy. Their circumstances were regularly re-assessed and tenancies would be extended provided these had remained unchanged. However, Committee was asked to note that changing a tenancy from secure to fixed requires more subsidies and often had to be done in combination with other products such as shared ownership. In the event of the occupiers passing away for example, the leased properties could either be sold on to the free market or, if under a secure tenancy, be transferred on to any heirs/families.

An area for concern was Genesis performance and the lack of Brent specific figures. Instead, members heard that these were combined with Barnet and showed 82% satisfaction levels. Managers assured the committee that performance scores were an accurate reflection of the current situation and were carried out by independent agencies. Managers also pointed out that whilst Brent satisfaction levels were not dissimilar to that of other boroughs, level of complaints remained higher than desired but reassured members that Genesis was working to improve this.

Spotlighting on Genesis property maintenance, the Committee sought further clarification on the current level of repairs investment in Genesis properties in Brent as well as overall standard of properties and plans for stock surveyance. In response, the representatives explained that the overall condition of the properties was considered good, with only 2% of homes in Brent not deemed in decent condition. They briefed members on the current plans in place to conduct a stock conditioning survey, which was expected to provide an overview of current stock and the condition it is in as well as flag up any issues. With regards to repairs, Genesis reps explained that the 2016/17 financial results reaffirmed Genesis's sustained focus on maintenance of existing assets, with ongoing repairs programme in place.

In terms of community funds, a Genesis representative explained that this was a pooled resource which consisted mostly of legacy funds. The funds were used to support a range of activities. The Committee was informed that there was a round of funding ongoing at the moment and residents' opinion had been sought through consultation, with any project that had been approved for funding but not started would have the funds rolled forward.

In light of the forthcoming Universal Credit, members sought further clarification and reassurance on the envisaged impact it may have on tenants, particularly given the high number of tenants' arrears. Genesis representatives acknowledged the situation but reassured the Committee that a positive trend had been observed, with a growing number of sustained tenancies and a declining number of evictions over the last several years. Representatives explained that the current issues included a

slight temporary spike which was expected to stabilise within 3 to 6 months of the full Universal Credit roll out. Furthermore, they reassured the Committee that Genesis was working collaboratively with Brent Council and the DWP in order to provide robust service to residents, with a number of services put in place to provide support to residents and mitigate potential impact of UC.

In terms of fire safety, members queried the current fire safety arrangements in Genesis properties and the level of information given to residents at the start or during tenancies. Genesis representatives explained that residents had been contacted and offered to have smoke alarms installed. They had also been provided with support and information on fire safety. In addition, they explained that an extensive fire risk assessment had recently been commissioned to review the current position in light of the Grenfell Tower fire. This had led to a project group deciding not to allow for any items to be kept in the communal areas in all Genesis properties in order to keep them clear of obstacles, with regular checks conducted every 3 months.

8.25pm – following this item the Committee adjourned for a short break. The meeting resumed at 8.35pm.

RESOLVED that:

- i. Responses to set of questions submitted to Genesis by Scrutiny team to be shared with the Committee
- ii. Code of conduct for residents and female violence policy to be shared with the Committee
- iii. Confirmation on how much is being invested on repairs in Genesis properties in Brent
- iv. Communication channels with Genesis to be improved
- v. Details of local contact person following merge with Notting Hill Housing to be shared with councillors
- vi. Statistics on female violence, anti-social behaviour cases and number of follow ups
- vii. Statistics on number of new tenants given fixed terms tenancy in Brent
- viii. Statistics on financial viability study on Brent House
- ix. Contact information on who residents can contact regarding installation of smoke alarms to be reviewed and updated on website

7. Find your home Programme

Laurence Coaker, Head of Housing Needs, Brent Council introduced the report and outlined the main points. He explained that following the introduction of the Homelessness Reduction Act in April 2017 it had become a statutory duty for all local authorities to provide suitable accommodation to all eligible residents. As part of this duty, the Council had initiated the Find Your Home (FYH) scheme, as a vehicle for involvement with and providing tailored approach to homeless families before they get evicted by empowering them in finding alternative accommodation. Members heard that since its launch in 2015, the scheme had helped over 3000 families who have met the statutory eligibility test.

Highlighting upon the financial implications of the Find Your Home scheme, Mr Coaker explained that the Council worked with families and conducted a series of checks to ensure the safety and affordability of the chosen accommodation. In

cases where private property tenancies would need to be signed, the Council would also pay an advance incentive to landlords of up to the value of £3300 to secure the tenancy. Responding to members' questions, Mr Coaker explained that incentive payments were required due to the highly competitive nature of the private rental market. The incentives were primarily applied to short term tenancies (up to 12 months) and paid after a tenancy had been signed in order to secure it, with the full property portfolio being regularly monitored by the Council to ensure legality and landlords' compliance with the scheme.

Whilst acknowledging the positive trend in overall reduction in temporary accommodation in Brent compared to other boroughs, members felt that overall focus should nevertheless be on prevention of homelessness and finding suitable offers to applicants. Mr Coaker stated that residents choices were being taken into account when considering location of offered properties, provided they met the eligibility criteria. Alternative options were available for those who didn't meet the criteria but either way all residents were treated equally. The same criteria was applied to ensure no one is disadvantaged, irrespective of their social/economic background. Members were assured of the Council's commitment to maintain a close relationship with families whilst ensuring that the system is tailored to the applicants needs and provides them with adequate and practical support

In welcoming the scheme, members noted that private rented sector accommodation was not a long-term solution and was only effective as a short-term intervention. It was noted that further consideration should be taken not just on the state of properties alone but also on the landlords who manage them. In response, officers explained that the Find Your Home scheme was part of an overall housing strategy and other approaches were also ongoing. Private landlords were welcoming reliable tenants so in this sense private sector was seen as fairly secure. Addressing members concerns about rogue landlords, officers assured that whilst some did still exist, the Council was making sure that they were avoided and checked before any residents could enter into a tenancy with them.

Finally, members were updated that it had been confirmed that temporary accommodation was out of the scope of UC and therefore would not be affected by any changes.

RESOLVED that:

- i. Figures on number of families taken part in the FYH scheme and how many have approached the Council be shared with the committee
- ii. Figures on number of properties which have tenancy agreements extended beyond 12 month period to be shared with the committee.
- iii. Information on outcomes for those ineligible for the FYH scheme be shared with the committee
- iv. Information on Universal Credit be updated on the Find Your Home pages on the Council's website

8. Brent Housing Management (BHM) Development Plans

Referencing the information in the report and accompanying appendices, Hakeem Osinaike, Operational Director Housing, Brent Council gave an update on the Council's Housing Development Plans and Infill Programme. He explained that

housing demand in Brent was in line with the overall London trend and that the plans, which were part of the Council's Housing Strategy, were aiming at responding to the service needs.

In welcoming the report, members sought further information on some of the financial aspects of the scheme. Responding to members queries on whether retained Right to Buy receipts were utilised, officers explained that receipts could be used to fund up to 30% of the development costs, with the property valued at point of sale and formula applied to calculate any discounts. Officers also informed that as part of the Capital Development Programme, a fire safety scheme was also being carried out as part of ongoing refurbishment works. However, whilst overall financing of the scheme was protected, the Council was capped in terms of how much it could borrow so it was important to ascertain that the Housing Revenue Account (HRA) remained balanced in order to ensure that borrowing was affordable and sustainable and could be used to find other developments in the long term.

In terms of community improvements, officers explained that where needed these would form part of an extensive consultation. Realistic demands could be made by residents provided they were also in the interest of the Council. In cases, where improvements were required as a result of damages or disruption caused, these would be requested directly from the contractors. Members stressed the importance to consult with residents on any incentives available from contractors as well as looking at overall price and quality of service provided.

Referencing paragraph 3.7 from the report, members sought clarification on the affordability of housing units. Mr Osinaike explained that the Council had to make balanced choices and numbers of social housing were dependent on borrowing and repaying money factors. Going forward officers noted that it was unlikely for local authorities to invest in building as much social housing as before, with any social housing commissioned requiring full viability assessment.

9.45pm – Cllr Daly left the meeting

Finally, members touched upon parking arrangements on sites where garages had to be removed. Hakeem Osinaike responded that the current parking arrangements were being reviewed and Council was looking at introducing new parking scheme and any proposed changes would be consulted on. He updated members that there was a growing need for an appropriate enforcement policy to be put in place and that if scheme was to be successful then Council would consider plans to introduce a more efficient system.

RESOLVED that:

- i. The contents of the report be noted
- ii. Progress update on Ainsworth Close be shared with committee
- iii. Confirmation on exact location of Gladstone Park property and whether it sits on a council estate be shared with the committee

10. Housing Management - Customer Service

RESOLVED that:

- i. The report on Housing Management – Customer Service, including statistics on call centre performance be deferred until the next meeting on 21 March 2018

11. Housing Scrutiny Committee 2017-18 Work Programme

RESOLVED that:

- i. The contents of the updated work programme be noted

12. Any other urgent business

None.

The meeting closed at 10.00 pm

COUNCILLOR JANICE LONG
Chair

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Housing Scrutiny Committee 21st March 2018

Report from the Strategic Director of Community Wellbeing

Oversight of Registered Providers Operating in Brent – Catalyst Housing Association

Wards Affected:	All
Key or Non-Key Decision:	Non-Key
Open or Part/Fully Exempt: <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	Open
No. of Appendices:	<p>Two</p> <ul style="list-style-type: none"> • Catalyst Stock in Brent • Information to Questions from Scrutiny Committee
Background Papers:	None
Contact Officer(s): <small>(Name, Title, Contact Details)</small>	<p>Geeta Le Tissier – External Partnerships Manager geeta.letissier@brent.gov.uk</p> <p>John Magness – Head of Supply and Partnerships John.magness@brent.gov.uk</p>

1.0 Purpose of the Report

- 1.1 Housing Scrutiny Committee seeks to have an oversight of service delivery in the borough as housing is increasingly delivered by a number of landlords, including the Council, Registered Providers (RP), private landlords and part-owned/part-rent schemes such as Shared Ownership. The Committee has requested that Registered Providers active in the borough report on the level and quality of services they deliver to local residents.
- 1.2 In view of the number of residents receiving services from Catalyst Housing Association in Brent, the March 2018 Scrutiny Committee meeting is dedicated to a scrutiny of its housing services and resident engagement. The list of its properties in Brent is appended at Appendix One.

2.0 Recommendation(s)

- 2.1 That the Scrutiny Committee welcomes the representatives from Catalyst, note and consider the contents of this report and any report and/or information to be presented by Catalyst representatives.
- 2.2 That the Scrutiny Committee asks Catalyst representatives questions they consider relevant, bearing in mind the information presented.
- 2.3 That the Scrutiny Committee consider making recommendations to Cabinet on action(s) they consider necessary.

3.0 Detail

- 3.1 Catalyst Housing Limited is made up of a number of companies.
 - Catalyst Housing Charitable Trust including Southall Day Centre Ltd
 - Catalyst Finance Ltd (Special Purpose Vehicle)
 - Vintage Care Ltd (Acton Care Centre)
 - Catalyst by Design – Development Company and market sale arm
 - CHL Developments Ltd – Design and Build Company
 - Barnet Community Homes – Development Co for care homes
- 3.2 The company achieved a surplus of £69.9m in 2016/7. Catalyst reports that it built 228 new homes in 2016/7 of which 99 were social rent and 70 shared ownership, the remaining were for sale. It has a goal of achieving 1,000 units per annum by 2020.
- 3.3 One of the leading housing associations in London and the South-East, Catalyst, owns or manages in excess of 3,000 homes - its stock portfolio includes a range of properties - from social rented homes to low cost ownership schemes and intermediate rent.

CATALYST STOCK IN BRENT BROKEN DOWN BY TENURE		
TENURE	NO	DESCRIPTION
RENTED	1763	General Needs Social & Affordable Rent
INTERMEDIATE	425	Shared Ownership, Homebuy, Keyworker, etc.
LEASEHOLD	641	RTB, Managed Lease, Equity Lease, Mortgage Rescue
FREEHOLD	91	RTA, RTB, Freehold
COMBINED	2920	ALL

Figure 1. Brent Stock

- 3.4 Catalyst Housing Charitable Trust supports customers and community groups through its small grants programme. In 2016/7 it made £55,000 worth of grant

awards helping 120 customers and their families acquire a new skill, 22 community groups and 28 individuals to overcome hardship. These figures are across the whole of Catalyst and it is not known how many of these are in Brent.

- 3.5. In addition to the Governance Committee, Catalyst has a Customer Experience Committee, which has the responsibility for the oversight of all customer related policies, practice and service outcomes. It reports back to the main board on issues of concern about the quality of the customer experience and makes recommendations for any future changes to strategy, policy or practice.
- 3.6. The questions asked by Scrutiny Committee have been put to Catalyst and their answers are in Appendix Two of this report. Officers of Catalyst will be present at the meeting of 21st March 2018 and will be able to comment on the information provided.

4.0 Financial Implications

- 4.1. There are no financial implications arising from this report.

5.0 Legal Implications

- 5.1 There are no legal implications arising from this report.

6.0 Equality Implications

- 6.1 Registered providers shall:
 - a. treat all tenants with fairness and respect
 - b. demonstrate that they understand the different needs of their tenants, including in relation to the equality strands and tenants with additional support needs.
- 6.2 There are no equality implications directly arising from this report.

7.0 Consultation with Ward Members and Stakeholders

- 7.1 No ward members nor stakeholders have been consulted.

8.0 Human Resources/Property Implications (if appropriate)

- 8.1 None

Report sign off:

***Phil Porter
Strategic Director of Community Wellbeing***

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Catalyst Information for Scrutiny Committee on 21st March 2018

Please see below Catalyst response for the information required for the Scrutiny Committee on the 21st March 2018.

Questions

1. Details of tenanted, freehold, leasehold and shared ownership stock in the borough of Brent – including ward, estate/street, garages, parking bays and parking arrangements

Please see attached a spreadsheet that contains details of the tenanted, freehold, leasehold and shared ownership stock within LB Brent. This includes the location of our stock including the estate and street – and the ward in which each property is located.

Parking bays and parking arrangements: Within Catalyst have different approaches to managing parking within LB Brent; some parking is managed by our Environmental Services Team and the rest is managed by two contractors. Our main contractor is Wing who started managing some of our parking in December 2017; permits are £82 per annum and £10 min for blue badge holders or registered carers.

Please see below a table detailing our parking within LB Brent:

Estate/Site Name	No of Parking Bays	Parking Contractors
Beckett Close	20	Wing
Cardinal Hinsley - Brent (Joint with L and Q)	21	PCM
Charles Hobson House	21	Wing
Church Road, Brent	53	Wing
Craven Park	110	Wing
Dan Court	150	Wing
Ebony Court - Brent	19	Wing
Garnet Road	23	Wing
George Lansbury House	26	Wing
Gibbons Road and Beckett Close	14	Wing
Heron Close and Garrard Walk, Brent	38	Wing
Hugh Gaitskell House	67	Wing
John Buck House	65	Wing
Keir Hardie House	67	Wing
Manor Point - Dugdale Court, Vigers Court, Plough Close, Ainsworth Court and Sandby Court.	94	PCM
Maundeby Walk	24	Wing
Mayo Road	44	Wing
Merle Court, Kilburn		No contractor
Opal House - Brent	16	No contractor
South Kilburn	11	No contractor
Talbot Walk	44	Wing
Wharton Close	36	Wing

2. Confirmation of stock condition and Decent Homes standard and imminent investment plans

CATALYST currently own 18 homes that do not meet Decent Homes in LB Brent; this is largely an issue of homes not meeting accessibility requirements.

Our imminent investment plan includes replacement of heating, upgrading of electrical and kitchen replacements at George Lansbury House.

3. Confirmation of bicycles storage arrangements – including in-borough location

Catalyst's new build blocks/estates have bike stores/sheds concealed in underground carparks including:

- Dan Court;
- Craven Park;
- South Kilburn;
- Starkey House;
- Florence Court;
- Claygate Court.

Bike store provisions across the rest of the Brent stock are usually standalone bike racks.

4. Clear mapping of properties to rent levels – e.g. social, affordable

We have not been able to provide a map of properties to rent levels however we have attached a spreadsheet with details of our stock and the corresponding tenure, rent and the ward location.

5. Details of any ongoing or planned developments in-borough

Catalyst does not currently have any ongoing or planned developments within the LB Brent.

6. Number of properties sold under right to buy in 2016/17 and YTD

Catalyst have sold 6 properties under right to buy in Brent from April 2016 to date. Within LB Brent we manage large-scale voluntary transfer (LSVT) housing so tenants have retained right to buy.

7. Details of Pay to Stay Policy and number of affected households

Catalyst have not adopted a Pay to Stay Policy therefore none of our households have been affected.

8. Details of Flexible Tenancies - number of affected households and general approach being adopted to tenancy renewal

As a Housing Association Catalyst does not have flexible tenancies. We have a number of 'Fixed Term Tenancies' across all of our stock 2,708 of which are in LB Brent. Our general approach is to re-grant tenancies unless there has been a breach of tenancy during the five-year period for which it is granted. Our aim is to sustain tenancies.

9. Right to stay - number of households affected before the policy was made non-compulsory for Council's in Nov 2016

As a Housing Association right to stay does not apply.

10. Effect of social rent reduction (1% rent reduction)– number of affected properties, total loss of revenue in-borough only and impact on service & investment

All of our social and affordable rents in LB Brent were reduced by 1% on review in April 2017 – a loss of revenue of £124,967 per annum. Following the rent reduction proposals our Board of Management met to consider the impact of this, and recommitted to both our social purpose and to ensuring the provision of high quality services to our customers.

Given our strong financial standing at that (and the current) time, our low gearing and our growing mixed-tenure development pipeline, we have not cut either our services to our customers, our investment in their homes or our commitment to build 1000 new homes per annum from 2020. In 2017-18 we invested £26m in our homes – over £2.8m of this being in Brent (where, it should be noted that we have a relatively new portfolio of stock). This £2.8m will fund planned works including kitchens, bathrooms and electrical upgrades; cyclical works including external works and decoration and day-to-day repairs.

We have similarly continued to fund our Catalyst Gateway service (social, economic and community investment) by £2.2m each year, thus continuing to invest in our customers and the neighbourhoods in which they live.

11. What is your resident or engagement strategy

Catalyst's approach to resident engagement is based on three main areas of focus:

- Direct involvement within our governance structure;
- Co-working with key resident forums, associations and groups;
- Using customer feedback.

Direct involvement within our governance structure

Resident Board Member: As part of our governance framework, we have a resident Board member. This role acts a key member of the Catalyst Board to help shape our strategic vision and influence the decisions that affect our residents across Catalyst.

Customer Experience Committee (CEC): A sub-committee of the Board, the CEC consists of Board members and residents, aimed at taking responsibility for the oversight of all customer related policies, practice and service outcomes, reporting back to the main Board on issues of concern about the quality of the customer experience and making recommendations for any future changes to strategy, policy or practice.

Co-working with key resident forums, associations and groups

Our main relationship with residents on improving our services lies within our relationship with our Catalyst Residents' Federation (CRF). The CRF is a well-established constitution - having been in existence for a number of years – working closely with residents and Catalyst to improve services. The CRF membership is made up of elected residents from the various residents' groups across Catalyst neighbourhoods in London and the South east.

CRF: They act as an umbrella for our local resident initiatives such as our area forums and residents' associations. It facilitates and supports our resident involvement activities whilst providing an overview on how we can improve. The CRF have supported Catalyst on a number of initiatives including resident consultation, service improvement/scrutiny, mystery shopping, policy reviews and providing valuable resident feedback through subsidiary groups and key networks.

Area Forums: We have two active area forums in key areas; RB Kensington and Chelsea and LB Brent. Our RBKC Residents' Forum and LB Brent Residents' Forum work closely, highlighting local issues of concern from residents associations in their respective areas so that we can tackle this collaboratively and proactively.

Resident Associations: There are approximately 17 active residents' associations spread across our stock. They work directly with Catalyst, often with joint meetings with Catalyst representatives to tackle local issues and drive service improvement in their local area.

Other residents' groups: In addition to the groups listed above, there are several specialist groups such as our Catalyst Disability Forum, Environmental Services Improvement Group and Policy Forum. These groups all work closely with Catalyst to improve services in key areas of focus. We also establish Steering Groups on estates where regeneration is planned/underway, including Wornington Green and Friary Park Estates. These groups help to inform master planning and highlight key issues for the community.

Residents are also invited to be involved in the procurement of CATALYST's major contracts, for example the recent retendering of our maintenance contracts.

Using customer feedback

We collect and use customer feedback in a variety of ways to improve our services.

Collecting customer feedback: In addition to the information we collect through our resident activity, we have a partner agency (Voluntas) who are commissioned to collect feedback from our customers through a variety of surveys including:

- The STAR survey - we have a target of 500 completions per month;
- Trigger based surveys such as our Repairs, Complaints, ASB surveys.

We've also launched new internal mechanism to carry out mystery shopping exercises.

Using customer feedback: The use of customer feedback and insight cuts across the whole of our organisation and has formed the bedrock of our new Customer Experience Strategy. The foundation of this has been using customer feedback to develop key customer expectations (easy, reliable and empathetic). Catalyst have also used the customer feedback to drive service improvement through local improvement plans, neighbourhood strategies and local neighbourhood management plans.

12. Latest Survey for Tenants and Residents (STaR) results – with reference to Brent residents only if possible

In January 2018, 500 Catalyst residents completed our STAR survey, for which 47 of those responses were provided by Brent General Need's residents and 14 Shared Owners. Overall satisfaction scores (very satisfied/fairly satisfied) results for those Brent residents are featured below.

STAR Questions	GENERAL NEEDS	SHARED OWNERS	COMBINED SCORE
Overall Satisfaction	72.3%	50.0%	67.2%
Overall quality of your home	72.3%	71.4%	72.1%
How easy is it to contact Catalyst	80.9%	71.4%	78.7%
Deliver on promises to you	69.6%	28.6%	60.0%
How well do Catalyst understand your needs	76.6%	57.1%	72.1%
How quickly did Catalyst resolve your query	72.7%	35.7%	63.8%
Neighbourhood as a place to live	78.7%	71.4%	77.0%
Repairs & Maintenance	73.9%	25.0%	63.8%
Value for money for services received	55.3%	35.7%	50.8%
Value for money in terms of where you live	83.0%	57.1%	77.0%
Internal Cleaning	64.1%	84.6%	69.2%

External Cleaning	67.5%	71.4%	68.5%
Ground Maintenance	74.4%	71.4%	73.6%

13. Details of how Councillors can make direct contact with service managers?

Councillors can make direct contact with the Service Managers, known in Catalyst as Neighbourhood Experience Managers. For complaints, councillors can also email Executive.Enquiries@Catalyst.org.uk. Our Neighbourhood Experience Manager for LB Brent and their contact details are provided below:

Kemy George
 Tel: 0300 456 2099
 Email: Kemy.George@Catalyst.org.uk

14. What Financial Inclusion support or advice is provided to Brent Residents

Catalyst's Income Team:

- Support residents in making claims for Housing benefit;
- Discuss income and expenditure to see if there are any shortfalls and reasons why rent payments can't been made and will use this when deciding on next actions;
- Advise on Universal credit and make applications for APA if needed;
- Refer to internal partners to enable residents to access more specialist advice, promoting financial inclusion.

Catalyst Gateway, Catalyst's social investment arm, has a Financial Inclusion Officer dedicated to LB Brent; last year they helped 100 Catalyst residents with budgeting, bills and benefits

In addition, we have commissioned an independent debt advice service for our residents in LB Brent. This is to the value of over £50,000 per annum and is profiled to give independent debt advice to 70 Catalyst residents in LB Brent a year.

15. Repairs contractor - London Living Wage

Within LB Brent our main repairs contractor is Capital Heating; they are committed to paying London Living Wage.

Catalyst housing's community investment in LB Brent

Catalyst Housing has three key strands of its activity:

- **Community investment** where it supports the development of community projects;
- The '**individual offer**' where it directly delivers services to support Catalyst tenancies;
- **Catalyst Housing Charitable Trust** which makes individual grant awards to enable residents to experience new opportunities; learn a skill; or overcome a hardship.

Catalyst works with a range of local partners to strengthen and support community investment in LB Brent. The majority of our community investment is focussed on the Unity Centre on Church Road, which is in Brent council's priority neighbourhood of Church End. Our aim is to make the Unity Centre a key community asset for the Church End estate.

Catalyst has developed a neighbourhood strategy for Church End which reflects the priority issues of Catalyst's residents:

- Reducing crime and anti-social behaviour;

- Enhancing the quality of life for local people;
- Improving employment prospects and skills;
- Reducing financial exclusion.

We particularly encourage the use of volunteers as this is an excellent way for local people to acquire skills and for the community to build its capacity and do more for itself. During 2016/17, we trained and supported 44 volunteers who contributed over 1,900 hours of volunteer time to our projects.

Our community projects have also achieved the following outputs during 2016/17:

- 125 children took part in our holiday programmes;
- 145 residents signed up as users of our ‘community gym’;
- 30 young men took part in our ‘music project’ and accompanying business workshops;
- 86 young people took part in National Citizenship Service programme;
- 18 families were supported through a strengthening families programme;
- 25 older people took part in weekly health and well-being activities;
- 8 young people participated in our Prince’s Trust enterprise programme;
- 9 young people were supported into Employment, Education or Training through the Prospects CALM contract;
- 24 children took part in weekly learning activities through Gener8 study programme.

Our social investment team, Catalyst Gateway, also delivers support services directly to Catalyst residents to help them sustain their tenancies. These services include help to find jobs or access training, dealing with household bills, budgeting and benefits, and support with lifestyle issues. These services are delivered by a Brent based team and achieved the following outcomes in 2016/17:

- 19 Catalyst residents into jobs or training;
- 100 Catalyst residents helped with their rent arrears, benefit entitlements and utility debts;
- 13 young people with schooling and positive activities;
- 12 Catalyst vulnerable residents helped with their tenancies

Issues for the scrutiny panel

Based on our experience of operating in LB Brent and working with Brent Council, Catalyst would like to bring the following issues to the attention of the scrutiny committee:

- Catalyst would welcome more coordinated working including a joined-up approach to tackling environmental issues for example fly tipping and abandoned vehicles, particularly on neighbouring estates.
- From a community development perspective we recognise the potential for LB Brent to assume a lead coordination role enabling limited community resources to be used more effectively. This would also provide the opportunity to develop best practice and avoid duplication.
- Catalyst recognise that LB Brent are managing one of the largest regeneration projects at Wembley Park as well as smaller regeneration projects in South Kilburn, the Burnt Oak and Colindale areas. From our experience Church End and Church Road, these areas would also significantly benefit from investment potentially through a regeneration programme.

Catalyst Stock in LB Brent

Number of Properties	Stock Type	Property Tenure Type
2	Affordable Rented	Affordable 5 Year
126		Affordable 6 Year
13		Affordable Lifetime
3		Affordable Probationary
4		Affordable Rent
2		Affordable Starter
150	Affordable Rented	

Number of Properties	Stock Type	Property Tenure Type
5	Commercial Unit	Assured
13		Not In Management
1		? UNKNOWN ?
19	Commercial Unit	

Number of Properties	Stock Type	Property Tenure Type
1	Communal	Assured
1	Communal	

Number of Properties	Stock Type	Property Tenure Type
7	Freehold	Assured
64		Freehold
1		Leasehold
3		Shared Ownership
75	Freehold	

Number of Properties	Stock Type	Property Tenure Type
33	Garage	Garage
33	Garage	

Number of Properties	Stock Type	Property Tenure Type
1	General Needs	Affordable Rent
700		Assured
1		Assured 5 Yr
55		Assured 6 Yr
36		Assured Decant

225		Assured non-protected
589		Assured Protected
2		Assured Shorthold
1		Assured Starter
1		Caretaker/Warden
2		Use and Occupation
1613	General Needs	

Number of Properties	Stock Type	Property Tenure Type
23	Home Buy	Loan Agreement
23	Home Buy	

Number of Properties	Stock Type	Property Tenure Type
4	Intermediate Rented	Intermediate Rented
4	Intermediate Rented	

Number of Properties	Stock Type	Property Tenure Type
9	Keyworker	Assured Shorthold
80		AST Keyworker
89	Keyworker	

Number of Properties	Stock Type	Property Tenure Type
16	Key Worker Living	Loan Agreement
16	Key Worker Living	

Number of Properties	Stock Type	Property Tenure Type
3	Land	Assured
3	Land	

Number of Properties	Stock Type	Property Tenure Type
53	Leasehold with EQL	Shared Ownership
53	Leasehold with EQL	

Number of Properties	Stock Type	Property Tenure Type
9	Managed Leasehold	Leasehold
86		Leasehold Private
61		Shared Ownership
156	Managed Leasehold	

Number of Properties	Stock Type	Property Tenure Type

	2 Mortgage Rescue	Intermediate Rented
	2 Mortgage Rescue	

Number of Properties	Stock Type	Property Tenure Type
63	Parking	Parking Agreement
48		? UNKNOWN ?
111	Parking	

Number of Properties	Stock Type	Property Tenure Type
33	Parking Space	Assured
25		Parking Agreement
58	Parking Space	

Number of Properties	Stock Type	Property Tenure Type
1	RTA Freehold	Leasehold RTA
1		Leasehold RTB
2	RTA Freehold	

Number of Properties	Stock Type	Property Tenure Type
2	RTB Freehold	Freehold
11		Leasehold RTB
1		Use and Occupation
14	RTB Freehold	

Number of Properties	Stock Type	Property Tenure Type
1	RTB Lease	Assured
2		Assured Protected
56		Leasehold
162		Leasehold RTB
221	RTB Lease	

Number of Properties	Stock Type	Property Tenure Type
11	Shared Ownership	Leasehold
278		Shared Ownership
289	Shared Ownership	

Number of Properties	Stock Type	Property Tenure Type
5	Shared Ownership HAG	Leasehold
5	Shared Ownership HAG	

2937		
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 Brent	<p>Community and Wellbeing Scrutiny Committee</p> <p>21 March 2018</p> <p>Report from the Strategic Director of Community Wellbeing</p>
<h2>Homelessness Reduction Act – Introduction</h2>	

Wards Affected:	All
Key or Non-Key Decision:	Non-key
Open or Part/Fully Exempt: <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	Open
No. of Appendices:	None
Background Papers:	None
Contact Officer:	Laurence Coaker Head of Housing Needs 020 8937 2788

1.0 Purpose of the Report

- 1.1 This report provides information about the Homelessness Reduction Act 2017, and the key changes that it will introduce. It also provides feedback on the role and general performance of the Single Homeless Prevention Scheme (SHPS) trailblazer scheme and the extent to which it is meeting its objectives.

2.0 Recommendations

- 2.1 That the committee note the information provided on the Homelessness Reduction Act 2017, and how the SHPS service is making a significant contribution to meeting the needs of single households who are homeless or threatened with homelessness, which are the objectives of the scheme.

3.0 Background

- 3.1 The Homelessness Reduction Act 2017 (the Act) significantly reformed England's homelessness legislation by placing duties on local authorities to intervene at earlier stages to prevent homelessness in their areas. It also requires housing authorities to provide homelessness services to all those affected, irrespective of whether or not a service user has priority need or may be intentionally homeless, both as defined by the Housing Act 1996 Pt VII.
- 3.2 Key measures in the Act include:

- An extension of the period during which an authority should treat someone as threatened with homelessness from 28 to 56 days, and clarification of the action an authority should take when someone applies for assistance having been served with a section 8 (1) or section 21 (2) Housing Act 1988 notice. These provisions represent a shift in focus to early intervention, and aim to encourage local housing authorities to act quickly and proactively.
 - A new duty to prevent homelessness for all eligible service users threatened with homelessness, regardless of priority need. This will predominately extend the help available to single people, and childless couples, who would not meet the statutory threshold of vulnerability (in priority need), as defined by current homelessness legislation.
 - A new duty to assess all eligible applicants' cases and agree a plan
 - Local Housing Authorities will be required to prevent homelessness for this cohort, by supporting them to either remain in their accommodation or help them find somewhere to live.
 - A new duty to relieve homelessness for all eligible homeless service users, regardless of priority need. This help could be, for example, the provision of a rent deposit or debt advice.
- 3.3 It is expected that the implementation of the Homelessness Reduction Act 2017 will increase the number of homelessness applications received by the Housing Needs Service, especially from single people.
- 3.4 This is for a number of reasons:
- Misunderstanding of what the new duties are, leading to false expectations that the Council has a duty to accommodate all households.
 - Increased publicity around the Act.
 - An increased window during which a household is considered threatened with homelessness (up from 28 days to 56 days)
 - Returning cases who were previously found to be Intentionally Homeless
 - Changes to welfare reform, such as Universal Credit and the Overall Benefit Cap
 - There will be a new duty on certain public bodies, e.g. social services, to refer cases to the Housing Needs Service (Implementation October 2018)
- 3.5 Feedback from trailblazer authorities who have piloted the Act, reported that the footfall from single households who are homeless or at risk of homelessness has increased by 40%.
- 3.6 As stated above, some of this increase in demand will be created through ongoing Welfare Reform, and so will be dealt with through the new services as set out in the paper below. However it is also anticipated that some households will access the service on the misunderstanding that the Act will result in an allocation of Social Housing, or at the very least, an allocation of accommodation in the Private Rented Sector. The Council will therefore need to work to prevent or relieve homelessness for a new cohort of households, who have historically not accessed the service.

Preparation for the Implementation of the Act

- 3.7 The Housing Needs service has created separate teams to deal with demand from families and single households. This is because single homeless people who approach the Council tend to have a degree of vulnerability, above and beyond the fact that they are homeless or threatened with homelessness. These vulnerabilities range from issues with mental health, drug and alcohol abuse or being ex-offenders. Dealing with single homeless households therefore requires a different, more tailored response than homeless families, the majority of whom are in housing need due to issues of affordability.

Family Homelessness

- 3.8 The Housing Options team is being reorganised in order to comply with the new duties under the Act, and the anticipated increase in demand. New processes have been designed to promote more efficient and proactive ways of working and are better suited to provide outcomes in terms of the Act.
- 3.9 The reorganisation is necessary as whilst the current duties will still be statutory for Housing Options after April 2018, the emphasis and order of duties will be changed, therefore creating a significant burden on the service. An even greater focus will be placed on prevention and relief of homelessness, therefore alleviating pressure on the amount of full homelessness assessments which will need to take place.
- 3.10 A Homelessness Reduction Act Project Team was set-up for the Housing Needs Service to prepare for the implementation of the Act. The team has considered the impact of the new legislation on processes in Housing Options and Accommodation Services by mapping the end-to-end processes of each team within the current structures, alongside members of staff from those teams. Data collected showed that approximately 4,000 households who are homeless or at risk of homelessness approach the Council each year, not taking into account demand from single people and childless couples.
- 3.11 As the Homelessness Reduction Act excludes individuals who are not eligible and not homeless, as defined by the Housing Act 1996 Pt VII, approximately 17.5% of these households who approach the Council will not be owed a duty based on current data. Considering the duties determined by the Homelessness Reduction Act, the Council will owe a duty to all service users who are eligible and homeless or threatened with homelessness, so we can estimate that we will owe approximately 3,300 families per year a prevention or relief duty.
- 3.12 The Homelessness Reduction Act has increased the amount of reviewable decisions in the process significantly. There are now 44 occasions in the process which somebody can request a statutory review. Therefore, the combination of the increase in reviewable decisions and the increase in demand discussed earlier will result in an increase in staffing for the Reviews Team to satisfy this demand.

Single Homelessness

- 3.13 In 2016 the Council commenced an Outcomes Based Review (OBR) to consider the housing needs of vulnerable single people. The OBR was carried out because it was acknowledged that the homeless service was not meeting the needs of single homeless people who did not meet the statutory thresholds to be eligible for services provided under the existing homelessness legislation. Another driver for the OBR was the Homelessness Reduction Bill (the Bill), which was introduced in the House of Commons in June 2016, was a Private Members' Bill, that attracted the support of the Government, as well as the main political parties represented at Westminster.
- 3.14 The data collected during the OBR showed that approximately 2300 single people with at least some level of vulnerability, and who are homeless or at risk of homelessness, approach the Council each year and attend a face to face interview.
- 3.15 The OBR confirmed the gap in service to single people who are homeless or at risk of being homeless but do not meet the vulnerability threshold in the homelessness legislation, and confirmed the groups most at risk. It also became clear that the Private Members' Bill, was being fully supported by all political parties and therefore very likely to be enacted, introducing additional duties to prevent and relieve homelessness for all households, who are homeless, threatened with homelessness and eligible.
- 3.16 Therefore work started on responding to this unmet need as it was clear that this would all be excellent preparation for the anticipated implementation of the Act. A twelve month pilot commenced in September 2016, where the former Care & Support Team in Housing Needs started to deal with all service delivery aspects for single homeless people and childless couples.
- 3.17 The Team was formally restructured in December 2017, which has resulted in the Council now being well positioned to deal with the implications of the Act, having already established a specialist Single Homeless Team.

Single PASS (Prevention and Sustainment Solutions) trailblazer scheme

- 3.18 The Housing Needs service have also established the Single PASS (Prevention and Sustainment Solutions) trailblazer scheme, following a successful bid to the Ministry of Housing Communities and Local Government (MHCLG), which secured £0.9M of funding. The implementation, and match funding, of this service was agreed at Cabinet on 16 January 2017, and is being delivered in the Civic Centre by the SHPS (Single Homeless Prevention Service).
- 3.19 The SHPS team is a consortium of the voluntary sector organisations Thames Reach and Crisis, working in partnership with a social investor, Bridges Fund Management. Referrals are made to SHPS from the Single Homeless Team,

of households who are homeless or threatened with homelessness, eligible for assistance, but who would not meet the vulnerability threshold in homelessness legislation. The SHPS team develop and agree a Personal Housing Plan with the household on how they will work together to prevent or relieve their homelessness. The SHPS team then receive payment for outcomes achieved.

3.20 The outcomes the council pay for are:

- To develop and agree a Personal Housing Plan for all households referred to SHPS
- Evidenced prevention or relief of homelessness
- Evidenced sustainment of accommodation for 8 months

3.21 From 1 April 2018 the services being provided by SHPS change from being a local preventative project to a nationally publicised statutory service, which has been specifically designed to deal with the anticipated increase in demand, following the implementation of the Act.

4.0 Performance

- 4.1 The SHPS service commenced on 19th September 2017 and for the period up to 2nd March 2018, 217 households have been referred, with 178 Personal Housing Plans completed. The 39 households who were referred, but did not agree a Plan failed to attend or rebook appointments, also some appointments were rearranged into March due to the severe weather experienced in February. There have been 50 successful outcomes, where prevention or relief of homelessness (new accommodation secured) was achieved. The remaining 128 households form the live caseload of the service, whom they continue to work with to prevent or relieve homelessness
- 4.2 This performance, both in terms of the level of referrals made and the number of outcomes achieved is ahead of the targets set for the project, as illustrated in tables 1 and 2 below.

Table 1 Number of anticipated referrals to SHPS

	Q3 17/18	Q4 17/18	Q1 18/19	Q2 18/19	Q3 18/19	Q4 18/19	Q1 19/20	Q2 19/20	Total
Number of anticipated referrals	45	125	175	230	280	300	300	300	1,755

- 4.3 The prevention of homelessness achieved through the SHPS Scheme will make a significant contribution to the overall number of preventions achieved, which is a Key Performance Indicator for the Housing Needs Service and will be required as part of the new homelessness statistical report 'H-CLIC', required by Government.

Table 2 Outcome targets

- 4.4 The prevention of homelessness achieved through the SHPS Scheme will not however make a significant contribution to the homelessness acceptance numbers/rate, nor the overall number of households living in Temporary Accommodation (TA). This is because the cohort of referrals will not meet the statutory threshold to trigger the duty to provide TA, or the main rehousing duty.
- 4.5 Please see full details of the referrals and outcomes achieved in Appendix 1 – SHPS Performance Report, for the period 19th September 2017 – 2nd March 2018.

5.0 Development of the Scheme / lessons learnt

- 5.1 To date, the approximate split of referrals to SHPS has been 80% at the relief

Outcomes Profile	Q3 17/18	Q4 17/18	Q1 18/19	Q2 18/19	Q3 18/19	Q4 18/19	Q1 19/20	Q2 19/20	Q3 19/20	Q4 19/20	Q1 20/21	Q2 20/21	Total
Personal Housing Plans	40	110	155	203	253	274	274	274	0				1,583
Prevention or Relief	6	63	83	121	145	172	172	172	57				991
Sustained			0	20	54	76	100	124	134	134	134		776

stage (person is already homeless) and 20% at the prevention stage (person is threatened with homelessness). This has resulted in the majority of households needing new accommodation to resolve their homelessness, as opposed to being able to prevent homelessness by securing their existing home.

- 5.2 SHPS therefore require referrals to be made at an earlier stage if more cases are to be prevented, without the need to secure alternative accommodation. SHPS are also due to attend the Harlesden Hub, to engage with households in the community. It is envisaged that taking the service out into the community, as opposed to waiting for households to approach the civic centre when they are in housing need, will also improve the ability to prevent homelessness at an earlier stage.

6.0 Financial Implications

- 6.1 The current Single Homelessness Prevention Service (SHPS) is funded via a £0.9m grant from the Ministry for Housing Communities and Local Government (MHCLG) and £0.9m match funded by the Council. The grant conditions require the use of voluntary sector organisations to provide the service.
- 6.2 The overall costs of posts within the Housing department to comply with the new duties under the Act, as well as deal with the anticipated increase in demand is estimated at £1.3m per annum. A number of these additional posts

have been created on 12 month fixed term contracts, to allow a degree of flexibility to reduce staffing levels should demand reduce.

- 6.3 The government has provided one off funding to local authorities to meet the 'new burdens' costs associated with the additional duties contained within the Act. Brent has been allocated on average £0.4m pa up to 2019/20. There has been no indication of this funding being extended after this point.
- 6.4 In addition, the council has been awarded £1.168m for 2017/18 and £0.832m as part of the package of support within the Flexible Homelessness Support Grant (FHSG) to be utilised to support the prevention of Homelessness. As per the new burdens funding, there is no certainty of the funding continuing after 2018/19.
- 6.5 So in summary, in the short term, the current funding streams available to the council are sufficient to cope with the anticipated increase in demands. However, in the medium to long term the funding for these new duties is less certain. If the Council is not successful in preventing more households from becoming homeless, and meeting the demand for affordable housing from homeless households in the Private Rented Sector, then the use of Temporary Accommodation will grow. With no certainty of the future funding arrangements through the Flexible Homelessness Support Grant (FHSG), this will lead to significant pressures on the General Fund .

7.0 Legal Implications

- 7.1 Pursuant to section 70 of the Deregulation & Contracting Out Act 1994, article 3 of Local Authorities (Contracting Out of Allocation of Housing and Homelessness Functions) Order 1996 (the 1996 Order) permits the Council to contract out functions (other than excluded functions) under Part VII of the Housing Act 1996 (homelessness)" except one which is listed in Schedule 2 to the Order.

Schedule 2 excludes from contracting out S179 (2) and (3) of the Housing Act 1996. The Homelessness Reduction Act 2017, at paragraph 2, substitutes a new s179 into the Housing Act 1996 (duty of local housing authority in England to provide advisory services). S179(1) of the Act states that each local housing authority in England must provide or secure the provision of a service, available free of charge to any person in the authority's district, providing information and advice on preventing homelessness, securing accommodation when homeless, the rights of person who are homeless or threatened with homelessness and the duties of the authority, any help that is available from the authority or someone else, and how to access that help. As s179(1) is not excluded from contracting out, the authority may contract out this function. The new s179 will be in force from 3 April 2018.

- 7.2 As mentioned in the body of the report, the main focus of the Act is on 'prevention' and 'relief' of homelessness. In respect of non-vulnerable single persons, priority need is no longer the threshold. The 'new' s179 duty is to

provide a more substantial advisory service. The Table below summarises the changes the Act makes to the Housing Act 1996.

Section of Homeless Reduction Act 2017	Purpose	Amendment to Housing Act 1996
1	Extends definition of “threatened with homelessness” to 56 days	Amends existing s.175
2	Amends existing duty to provide advisory services	Substitutes a new s.179
3	Imposes a new duty to assess every eligible applicant’s case and agree a plan	Inserts a new s.189A
4	Amends existing duty in case of threatened with homelessness to take reasonable steps to help the applicant to secure that accommodation does not cease to be available.	Substitutes a new s.195.
5	Creates a new “relief” duty for anyone who is homeless and eligible and makes new referral provisions. Unless refer (local connection), must take reasonable steps to secure suitable accommodation becomes for at least 6 months. Must have regard to s189A plan.	Inserts new s.189B and s.199A
6	Imposes new duties to help to secure accommodation	Inserts a new s.205(3)
7	Makes new provisions for failure to cooperate by an applicant for assistance	Inserts new ss193(A-C)
8	Makes new provision for local connection of a care leaver	Inserts a new s.199(8)-(11)
9	Extends existing statutory review duties	Amends s.202

10	Imposes a new duty on “public authorities” to refer cases to LHA	Inserts a new s.213B
11	Provides for a Code of Practice	Inserts a new s.214A
12	Further defines suitability of private rented sector accommodation	Amends Art. 3 of the Homelessness (Suitability of Accommodation)(England) Order 2012

- 7.3 The s189B relief duty ends for those eligible, homeless, in priority need and not intentionally homeless at the end of 56 days from when the authority is satisfied that the appellant is homeless and eligible. Otherwise: when the authority secures accommodation for the Appellant for at least 6 months; the appellant refused an offer of accommodation; the appellant becomes intentionally homeless from s189B accommodation; the appellant is no longer eligible; the appellant withdraws her application; the appellant refuses final Part 6 or final accommodation offer; the appellant deliberately and unreasonably fails to co-operate.
- 7.4 The s195 duty may be ended if: the appellant has suitable accommodation for at least 6 months; the authority has helped to secure accommodation and 56 days has elapsed since duty crystallised; the appellant becomes homeless; the appellant refused an offer of accommodation; the appellant becomes intentionally homeless from s195 accommodation; the appellant is no longer eligible; the appellant withdraws her application; the appellant deliberately and unreasonably fails to co-operate.
- 7.5 The range of s.202 statutory reviews has been extended to encompass reviews:
- of the steps the authority are to take in their personalised housing plan at the prevention duty
 - to give notice to bring the prevention duty to an end
 - of the steps the authority are to take in their personalised housing plan at the relief duty
 - to give notice to bring the relief duty to an end
 - to give notice under s.193B(2) in cases of deliberate and unreasonable refusal to co-operate.
- Accordingly, the Allocation of Housing and Homelessness (Review Procedures) Regulations 1999 are to be reviewed
- 7.6 The Homelessness Act 2002 brought in a duty to produce a 5 yearly homeless strategy for preventing homelessness in the district. The strategy will require revision due to the provisions of the Act.

8.0 Diversity Implications

- 8.1 The current legislation does not assist a substantial proportion of those seeking accommodation who are homeless. Currently the legislation owes a housing duty to those in priority need i.e. applicants with dependent children, applicants who are vulnerable as a result of medical/mental health issues, being in the armed forces, leaving institutional prison and who are elderly. The Homelessness Reduction Act lifts the priority need limitation to homeless applicants and opens the prevention duty to all members of the public who are eligible and threatened with homelessness. It is therefore anticipated that this change will have a **positive or neutral impact** on service users across all age group, particularly the single working age homeless group.

Report sign off:

Phil Porter

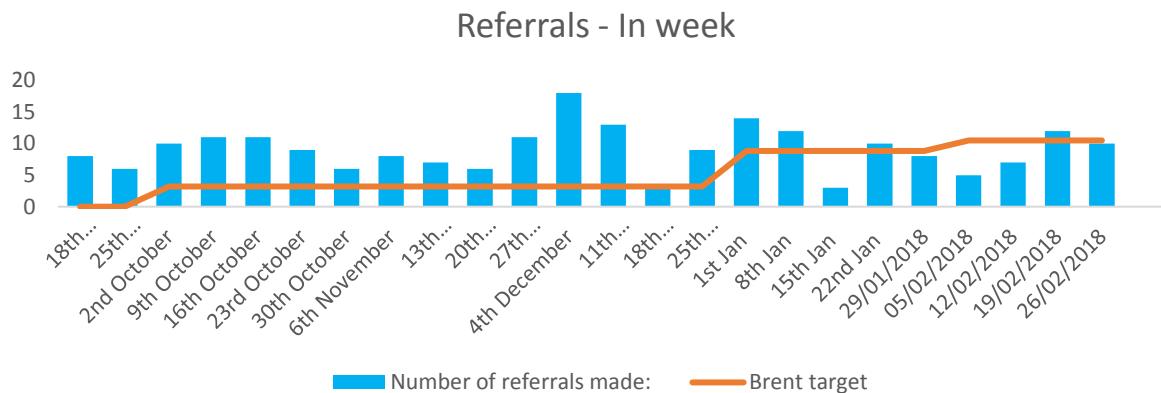
Strategic Director of Community Wellbeing

SHPS Board – 8th March 2018

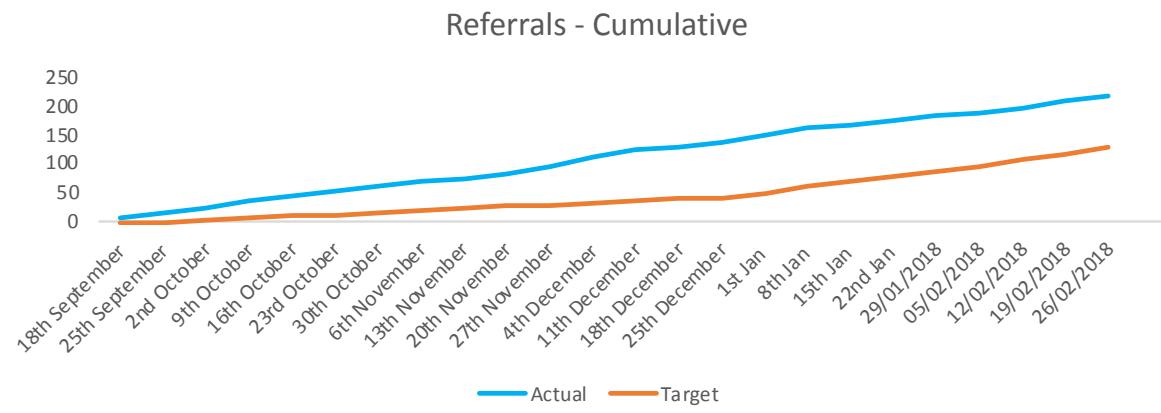
Period covered – 19th September 2017 – 2nd March 2018

217 clients referred to be seen in this time period with 178 PHP's completed

Approximate split of referrals 83% relief and 17% prevention (expected 60/40).



We have had a total of 34 referrals in the month of February with 2 consecutive weeks where there were less referral expected against the Brent Target. Our cumulative target demonstrates that we are above our expected referral rate up until the end of Feb.



Prevention or Relief PHP's agreed

Relief	147
Prevention	31

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Whilst PHP outcomes identified as a relief cases have increased by 18% since January there has been 1 additional case with a PHP outcome that is a prevention referral.. This is reflection of the lower rate of prevention cases referred into the programme.

PHP's completed by Month:

September	14
October	33
November	29
December	41
January	37
February	24
Total:	178

In February the SHPS team received 34 referrals from the housing team 24 of which completed PHP's. There is a natural dropout rate from referral to 1st appointment. This occurs when clients fail to attend or rebook appointments also some appointments were rearranged into march due to weather conditions.

Age split for those with PHP's

Our biggest age category is 25-34 year olds and 45-54 year olds. We believe there is a trend between the type of benefits a client is receiving and the rate at which they are housed rather than just age alone. We are looking to change our systems to capture this more clearly to understand these trends.

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Age range	PHPs	P2s-	%
Over 65s	18	4	22%
55 to 64	30	10	33%
45 to 54	41	12	29%
35 to 44	32	7	22%
25 to 34	43	13	30%
18 to 24	14	4	29%
TOTAL	178	50	28%

Sex

Male	118
Female	60

Nationality

Eritrean	4	Polish	1
British	105	French	2
Tunisian	1	Trinidadian or Tobagonian	1

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Syrian	2	Latvian	1
Iranian	6	Surinamer	1
Iraqi	1	Slovakian	1
Portuguese	6	Egyptian	1
Somali	18	Ugandan	1
Indian	1	Dutch	2
Spanish	1	Irish	6
Sri Lankan	2	Algerian	2
Italian	3	Romanian	1
Jamaican	3	German	1
Polish	2	Afghan	1
Albanian	1		

Ethnicity

Black African	46	Other Any Other	7
Black Caribbean	31	Mixed White and Black African	5

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White British	20	Asian Indian	5
White Other	19	Black Other	4
Asian Other	11	Mixed White and Black Caribbean	3
White Irish	8	Asian Pakistani	6
Other Arab	6	Mixed Other	3
Mixed White and Asian	2	Black British	2

Prevention or Relief success

	ACTUAL
Relief successfully achieved	42 (29%)
Prevention successfully achieved	8 (26%)
TOTAL OUTCOMES	50 (28%)

Target per contract to end of February is 48.

During February we closed 12 cases giving a total of 71 cases closed to date. 46 clients closed have a PHP meaning no further outcomes will be achieved.

Closure Reasons (numbers in brackets are those that have had a PHP):

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No further contact	22 (11)	High need referred to appropriate services	2 (0)
Referred back to Brent for Part VII application/high need	11 (8)	Refusal to engage	12 (10)
Withdrawn by Brent due to high needs	6 (3)	Client advice only	11 (11)
Client refused reasonable offers	2 (2)	Ineligible (inc. no proof of income)	5 (1)

We therefore have 82 cases still active with a PHP that we expect 50 to achieve a P2 outcome based on current engagement and activity underway.

This means out of 217 referrals we anticipate P2 outcomes for 100 (46%), although there are some referrals that PHPs are still in process. Out of 178 PHP's completed this increases to 56% which is close to the baseline target of 60% of all those with a PHP achieving a P2 outcome.

22 cases (referred back to Brent, withdrawn by Brent and ineligible clients) in total have been passed back to the Local authority this represents 10% of the 217 cases referred into the programme.

Average time from PHP agreement to Outcome Achieved

Days	26 (from 50 outcomes achieved)
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 Brent	<p>Housing Scrutiny Committee</p> <p>21 March 2018</p> <p>Report from the Strategic Director of Community Wellbeing</p>
<p>The Impact of Landlord Licensing in Brent</p>	

Wards Affected:	All
Key or Non-Key	Non-key
Open or Part/Fully Exempt: <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	Open
No. of Appendices:	One
Background Papers:	<p>Five:</p> <ul style="list-style-type: none"> • Application document to Secretary of State of Communities and Local Government (August 2017) • Future of London (FoL) – Effect of unannounced visits on LB Brent private tenants (2017) • Private Housing Enforcement Policy (Revised 2017) • Future of London undertake a review of the arrangements for tenants (April 2017) • Equality Analysis (EA) for Selective Licensing, Cabinet Report June 2017
Contact Officer(s): <small>(Name, Title, Contact Details)</small>	Hakeem Osinaike Operational Director Housing hakeem.osinaike@brent.gov.uk

1.0 Purpose

- 1.1 This report sets out the private housing services experience of the impact of private rented property licensing on tenants since the introduction of the Brent Selective and Additional HMO licensing schemes in January 2015. The report aims to provide the committee with an update against the objectives of landlord licensing, an update on the new 2018 Selective designation scheme and prospects for further extension of the schemes.
- 1.2 The report will enable the Scrutiny Committee to review and comment on the actions taken to realise the benefits of licensing and to reduce any negative impact of licensing on tenants.

- 1.3 The comments received from the committee will assist in informing any future report to Cabinet on the merits of extending and or renewing Brent licensing schemes.

2.0 Rationale

- 2.1 The Borough Plan includes as a priority “making sure that local people have the best possible life chances, regardless of their starting position”; “enabling people to live healthier lives and reducing inequalities” and “supporting vulnerable people and families when they need it”. Landlord licensing is a key contributor to these objectives and scrutiny will help ensure consistency in the standard of service delivery.

3.0 Overview of landlord licensing

- 3.1. In 2014 Brent Cabinet approved the introduction of a Selective Licensing scheme, covering all private rented housing in the wards of Harlesden, Wembley Central and Willesden Green and the Additional Licensing of houses in multiple occupation (HMO) to all areas of Brent. Both schemes came into effect on the 1st January 2015 and run to 31st December 2019 and are in addition to the mandatory licensing of larger HMOs which the Government introduced in 2006. On 19th June 2017, Brent’s Cabinet gave its approval for extending Selective Licensing most or other parts of the borough. The Government has recently confirmed that Selective Licensing be extended to the designation covering the electoral wards of Dudden Hill, Mapesbury, Kilburn, Kensal Green and Queens Park but rejected the designations which related to all the other areas. The new scheme will be brought into force on 1st June 2018.
- 3.2 Landlords who rent privately within the designated areas are required to obtain a licence for each property from the Council and to comply with the licensing conditions imposed. Much of the sector offers good accommodation but there is significant evidence of poor management and poor conditions. There is also evidence that poorly-managed privately rented properties have a negative impact on many neighbourhoods. ASB, noise complaints, nuisance neighbours, accumulations of rubbish and other problems can be linked to the failure of private landlords to manage their properties and tenancies effectively. Overcrowding, sub-letting and illegal conversions are also features of the private rented sector in Brent and all contribute to neighbourhood problems. Brent experiences high levels of migration and some parts of the borough score highly on the Index of Multiple Deprivation, with poor property condition and crime. Licensing is a valuable tool, alongside other measures, in tackling these problems and driving improved standards and conditions across the sector.

3.3 Key Objectives:

- Affording people the best possible life chances
- Enabling people to live healthier lives and reducing inequalities
- Supporting vulnerable people and families, and
- Driving up the management and physical standards in private renting across the whole borough

3.4 Overall, we believe that the objectives will deliver the following benefits:

- Provide an improved strategic approach to managing the sector
- Help us to identify all properties that are rented out privately and to establish a register of landlords operating in Brent
- Provide the opportunity to inspect the properties to assess living conditions and to advise landlords, managing agents and tenants about their obligations
- Impose the Housing Act mandatory conditions and a set of local conditions as a minimum letting standard in Brent
- Redefine how the service operates by shifting the emphasis from a customer complaints led, reactive service
- Address issues resulting from the movement of new and emerging communities and to preserve and/or improve the socio-economic conditions of the area
- Ensure that a proper standard of management of privately rented property is maintained and that properties do not become overcrowded
- Reduce the levels of anti-social behaviour (ASB) in the borough and take action against those whose properties or tenants cause persistent ASB
- Reduce enviro-crime locally including improvement in the management of waste
- Strengthen enforcement action to tackle the small minority of rogue landlords in the sector

3.5 The benefits to be realised include:

- Regulation of the Brent private rented sector by building a culture of landlord and tenant involvement.
- Enabling a commercial/business approach to the PRS in Brent, securing good quality housing for residents, efficiently and on an increased scale without recourse to the Council's General Fund.
- Develop better links with internal and external services, agencies and bodies
- Homelessness reduction

3.6 Associated costs and potential benefits

3.6.1 In summary we predict a balanced budget position over the next 5 year period as it must be emphasised that licensing is not a revenue making exercise. The costs though estimated are heavily informed by our knowledge and experience of our scheme operation over the past 3 years. The costs will be re-evaluated as the scheme progresses to ensure that the final net operating position is balanced. Additional revenue streams will operate in conjunction with and as a consequence of licensing including prosecution costs, the charging for the serving of notices and issuing civil penalty fee charges.

3.6.2 Our fees have been benchmarked against all other London boroughs. As a result Brent's licence basic fee charges from 1st June 2018 will be:

Table 1: Licence fees charges

Licensing Scheme	Current Fee	New Fee
Houses in Multiple Occupation Mandatory licences	540.00	840.00
Houses in Multiple Occupation Additional licences	540.00	840.00
Other Houses Selective licences	340.00	540.00

We will publicise these changes so that landlords have the opportunity to make applications early at the existing fee rates.

4.0 Main lessons learned from the first wave of the licensing scheme –

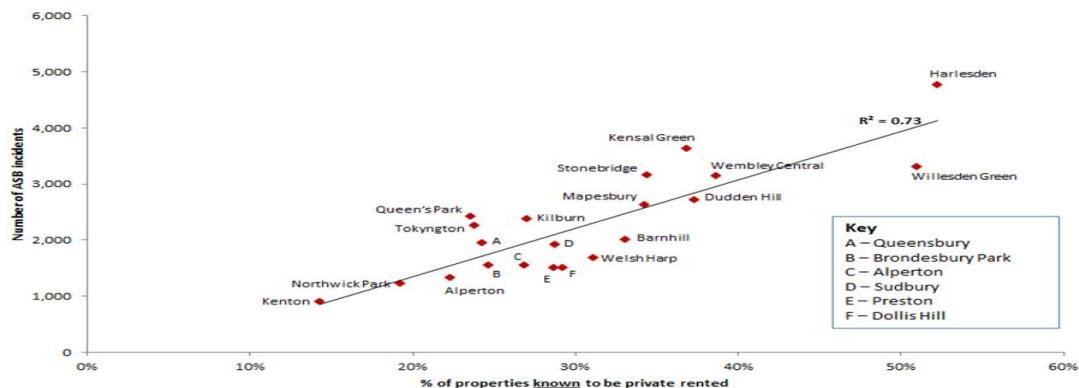
- 4.1 Private renting in Brent continues to grow. Our research shows a growth from 35,000 homes as at the 2011 census to 37,500 homes at present.
- 4.2 Selective and mandatory licensing has had good take up. The picture for additional HMO licensing is different. See table 2 below. There are several possible explanations for this. First, there may be deliberate evasion, involving rogue landlords and properties where standards of management and overall conditions tend to be worse, and this has been reflected in enforcement action for breaches of licence conditions. It is also likely that many landlords do not understand the description of licensable HMOs in Brent.

Table 2: Take up of Licensing (as at 28/2/2018)

	Properties Licensed	Estimate of licensable properties	%
Mandatory	716	300	215%
Harlesden	1,396	1,109	126%
Willesden Green	1,604	1,011	158%
Wembley Central	1,217	703	173%
Additional HMO	1937	16,000	11%
Total	6,870		

- 4.3 Where enforcement is taken against unlicensed properties or landlords are in breach of license conditions there is little evidence this action led to homelessness applications. There is evidence of tenant displacement, sometimes voluntarily, but little evidence as to where they have moved to. More detail is provided in section 6 of this report.
- 4.4 There is direct evidence from our activity to link disrepair and poor conditions to the private rented properties at ward level. The evidence takes into account;
- Proportion of PRS tenure
 - Proportion of Private Rented Sector Stock with a Category 1/2 hazards
 - Count of housing disrepair complaints
 - Count/proportion property licence applications, licences issued and renewals
- 4.5 In the 3 wards already licensed and the new designations, the average level of ASB in Brent is higher than both the London and Brent averages. We believe that this is due to improved records, increased reporting, targeted and joined up action. Data from September 2015 to September 2016 shows the highest number of incidents were recorded in Wembley Central, Harlesden, Stonebridge and Willesden Green. These four wards also have some of the highest levels of PRS in the borough.

Table 3: Number of ASB incidents* against % of ward where housing is known to be PRS**



*Includes data from four sources; police recorded crime, fly tipping reports, noise complaints and police recorded ASB – data aggregated to ward level

**37,466 PRS records in total. These have been identified as being known PRS through various council sources e.g. housing benefit, council tax benefit which state the tenure type of the property.

5.0. Performance indicators used to monitor success of the schemes (review)

	Indicator	Target	Actual
1.	Applications processed within 6 weeks of receipt	90%	100%
2.	No. of selective & Additional licences Issued (6,154)	8,000	77%
3.	No. of mandatory HMO licences Issued (716)	700	102%
	Overall annual target (6870/8700)	80%	79%
4.	No. of properties improved	750	722 Q3 return
5.	No of HMO inspected (713/no. due to date)		
6.	No. of 1-yr licences issued (measured as renewals)	N/A	9%
7.	No. of successful prosecutions	N/A	125

5.1 Other related enforcement issues

The Housing and Planning Act 2016 received royal assent on 12th May 2016. The Act contains provisions relating to licensing of private rented homes and housing enforcement related to this type of tenure, rogue landlords and property agents. The Act introduced civil penalties of up to £30,000 as an alternative to prosecution, the extension of Rent Repayment Orders, banning Orders of the most prolific offenders, and a database of rogue landlords/property agents.

6.0. The impact of Licensing since 2015.

6.1 Between January and April 2017, Future of London (FoL) carried out the research for LB Brent on the impact of licensing on tenants. This is to be commended. While 18 boroughs have discretionary licensing schemes, and there are over 500 additional and selective schemes nationwide, so far there has been little shared evaluation of success, and even less on their effect on tenants. The research focused on the:

- Effect of unannounced enforcement visits on private tenants
- Use of internal/outsourced services offered to tenants at the visit
- Tenant displacement/eviction
- Improvements to service, such as additional tenant liaison services, and
- Practices/perspective of other licensing schemes in London and scope for pan-London approaches

- 6.2 The research painted a mixed picture. Some tenants' situations have improved as a result of an inspection, while others have deteriorated. Information on eviction and displacement has produced a complex range of tenant pathways, with dependent factors including awareness of rights and support structures, and level of tenant vulnerability.
- 6.3 Despite data and information limitations, the research had some clear actions for Private Housing Services to take forward which can be seen in Appendix 1 along with the outcomes.
- 6.4 The research found that some people were being negatively affected, though the way in which the enforcement inspection was conducted had a bearing on what happens next to the tenant. The circumstances of tenants who were well-informed and aware of their rights were more likely to improve. The research suggested ways to ensure more tenants are better-informed of their rights before, during and after the inspections. It also recognised that displacement of tenants happens, within and beyond Brent boundaries. Tracking of private tenants is difficult and not as much of a priority of most local authorities as it is for Brent. Pan-London/sub-regional licensing groups are a good place to discuss systems for recording/sharing data and the GLA have indeed now established a Private Sector Housing Leaders group to look at issues such as these.
- 6.5 The research also concluded that there is scope for Brent's voluntary sector to help the council seize a number of opportunities, such as communicating with tenants about licensing and rights. Many groups are keen to help Brent improve their services. Advice for Renters has a wealth of information and knowledge, but resources are stretched. A more cooperative and collaborative relationship with the voluntary sector, including regular meetings, would help to share responsibilities and target resources. Again these recommendations can be found in Appendix 1 along with the actions that are being taken.
- 6.6 Whist the research focused on tenants that had been party to an unannounced inspection of their property, either at their request due to the conditions they were living in, or at the request of neighbours and residents concerned for instance that the property was an overcrowded HMO, empirical and anecdotal evidence gathered indicated that some tenants had had a positive outcome as a consequence. Furthermore, despite there having been in the region of 600 unannounced visits made since the introduction of licensing and over 6500 properties licenced, there was no evidence to show an increase in tenants accessing services both within the Councils Housing Needs service or SSP Law.
- 6.7 As part of the June 2017 report to Cabinet we appended an **Equality Analysis (EA) for Selective Licensing**, presenting information about the demographic, diversity and socio-economic characteristics of the local population across the borough.
We benchmarked census data for Brent against England and Wales and London in respect to equalities and considered this in relation to levels of anti-social behaviour (ASB), poor property conditions, migration, deprivation and crime as these apply to licensing.

7.0. Additional benefits realised in the wider housing community as a result of the introduction of landlord licensing

7.1 Additional benefits realised are:

- Improvement in the condition and management of the private rented stock
- Heighten profile of PHS and responsibility for dealing enviro-crime, housing management and tenancy issues
- Database of 3,500 licensed landlords and agents which are “fit and proper”
- Better regulation of HMO use in the borough including better working with Planning Enforcement
- More coordinated working with Waste Management though it is difficult to establish an overall reduction in waste, litter and illegal dumping cases
- Measures to address areas affected by migration and deprivation

8.0. Arrangements for tenants to report breaches

8.1 The service encourages electronic reporting of unlicensed properties and complaints of housing conditions from tenants. Arrangements in place include:

- Advice via our PHS website www.brent.gov.uk/prslicensing and leaflets
- Dedicated email mailbox prslicensing@brent.gov.uk;
- Dedicated direct line 020 8937 2384/5 to support the Corporate Contact Centre. This operates via the automated telephone call (ACD) and receives between 1000 and 1200 calls per month, including voicemail. The call answering performance is >96% completed calls.
- Report-it tool on Council’s webpage
- Reporting via others e.g. Housing Needs and tenant representative bodies e.g. Advice for Renters (A4R)

8.2 The service has a reactive team to respond to complaints. The response and remedial actions are conducted in accordance with the Private Housing Enforcement Policy, which was updated in 2017.

8.3 The service promotes advocacy and refer to SSP law and other advice services.

8.4 In April 2017 Future of London undertook a review of the arrangements for tenants. The workshop was attended by cross-departments and local voluntary services to share opportunities for improving communication with tenants before, during and after enforcement visits, and, for working more collaboratively with other departments, service providers and the voluntary sector. The results of the workshop led to an action plan outcome.

8.5 Amendments made by the Homelessness Reduction Act 2017 come into effect in this April. As some of our agents and landlords tend to evict the tenants as soon as they are caught, we warn against unlawful eviction and try and get the tenants to assert their rights regarding security of tenure. The Act places a duty on the Council to take much more robust and proactive steps to assess and seek to meet the needs of those who are homeless or threatened with homelessness, regardless of whether or not they may fall into a priority group.

9.0. Update on extending the existing landlord licensing programmes

9.1 Extending Selective Licensing in Brent

- 9.1.1 On 6 February 2018, The Secretary of State for Housing, Communities and Local Government (MHCLG) confirmed Brent's proposal to extend selective licensing to the five electoral wards of Dudden Hill, Kensal Green, Kilburn, Mapesbury and Queen's Park. Our analysis indicates that this is a total of 10,206 private rented properties, (27% of the PRS in Brent), of which 4,360 are occupied as single family households. The new scheme will come into force from 1 June 2018 and a communications plan is already in progress.
- 9.1.2 The reforms which the Government introduced in 2015 seem certain to have ended blanket (borough-wide) licensing schemes. The intention is that councils focus their efforts on discrete areas with specific problems. Following this outcome, we are hoping that the government will agree to further applications to extend selective licensing across more wards in the near future and to renewing the existing selective, and additional HMO schemes when they expire at the end of next year.

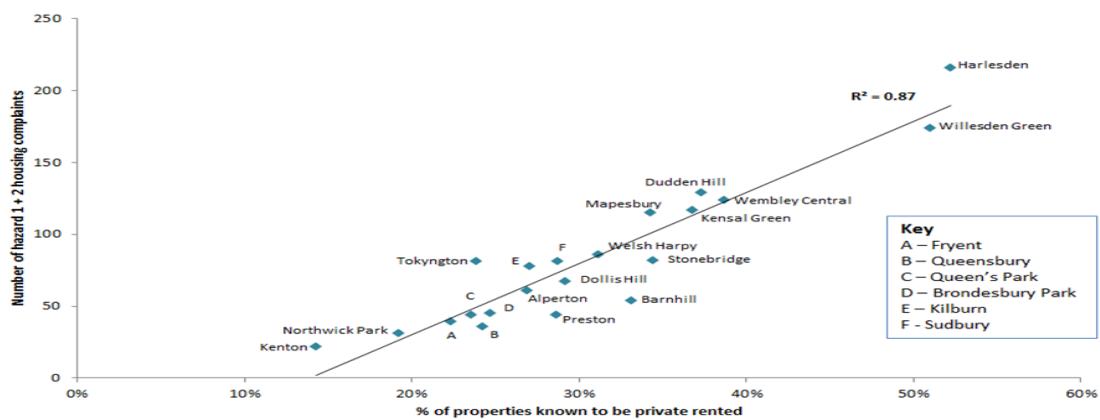
9.2 Impact of Government reforms on extending Mandatory HMO Licensing

- 9.2.1 Mandatory licensing of HMOs came into force in 2006 and applies to properties of three storeys or more. Since 2015, Brent has seen the number of mandatory HMOs increased from 110, and has largely been successful in driving up standards and in helping make approximately 750 larger HMOs safer places to live in. On 28th December 2017 the Government published its response to its consultation paper on HMO reforms, which can be found at:
<https://www.gov.uk/government/consultations/houses-in-multiple-occupation-and-residential-property-licensing-reforms>. It is proposed to:
- Extend mandatory licensing to all HMOs (other than certain converted HMOs and flats in larger purpose built blocks) that are occupied by 5 or more persons in to or more separate households irrespective of storeys.
 - Introduce mandatory conditions concerning minimum sleeping room sizes and maximum number of occupants;
 - Introduce a mandatory condition concerning refuse storage facilities.
- 9.2.2 Subject to parliamentary approval the new laws are anticipated to come into force in October 2018. The implications for Brent are reduced given that there is a borough wide additional HMO scheme in place. However thousands more properties and their households will need to obtain mandatory licences and current licensed properties to be pass-ported into the national scheme. There will be costs and resources implications for the PHS service.

10.0. Applying the Housing Health and Safety Rating (HHSRS)

- 10.1 Not all licensed properties have had an HHSRS assessment. The scheme priorities HMOs and to date we have 2022 listed for compliance inspections.
- 10.2 We have analysed 1726 complaints received between January 2014 and March 2017 and have seen the following trend.

Figure 1- Hazard 1 + 2 complaints to private housing services (January 2014 to March 2017)



37,466 PRS records in total. These have been identified as being known PRS through various council sources e.g. housing benefit, council tax benefit which state the tenure type of the property.

- 10.3 The scheme has already changed so that all properties are assessed and inspected before a licence is renewed. There is a need to increase the rate of programmed HMO inspections, notably where vulnerable adults are housed e.g. Local Authority placements.
- 10.4 We are planning that a private sector housing stock condition survey will be procured in April 2018 to support the development of licensing.

11.0 Report Implications

Legal, financial or equalities implications have been covered in the June 2017 Cabinet report. There are no implications arising from this report.

Report sign off:

Phil Porter
Strategic Director of Community Wellbeing

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Recommendation	Predicted Outcome	Action Needed	Outcomes/Actions
ADVOCACY AND AWARENESS			
<ul style="list-style-type: none"> Develop and distribute communication about the positive effects of HMO licensing to tenants through direct (e.g. private tenant forums) and indirect (e.g. community and voluntary groups) channels. 	<p><i>Tenants more aware of rights and builds positive relations with tenants.</i></p>	<p>Develop and deliver a communication plan</p> <p>Arrange a forum type event with community and voluntary groups in Brent. The 1st of these is to happen before the end of June (Probably 21st June) and then it is to be decided if these should continue on a regular basis or if we can get involved with other community engagement events already undertaken in Brent.</p>	<p>Comms. plan developed and implemented</p> <p>Work is in progress to develop this. VS groups have been engaged and a training/seminar type event is being developed and organised</p>
<p>Page 49</p> <ul style="list-style-type: none"> Combat language barriers by identifying languages spoken prior to visit; for example, tick box on online form for reporting landlords. Produce information in appropriate languages and take on visit and post-visit. 	<p><i>Tenants understand why visit is taking place and what actions are being taken; more aware of rights. Tenants more likely to give officers information on rogue landlords and work collaboratively - opening up communicating with other tenants.</i></p>	<p>Get current on-line report it form changed to include language spoken/read but also check to see if this is in line with a corporate policy re the translation of documents.</p> <p>Review current letters being handed out on the visits.</p>	<p>The form cannot be adapted to be published in different languages but there are various search engines that will translate the new online form.</p> <p>Letters and leaflets have been developed, published and are being handed out by visiting officers.</p>
<ul style="list-style-type: none"> Share knowledge with (all) tenants post visit, signposting them to further support and contact details. 	<p><i>Information captured can be used by tenants in potential future dialogue with council/voluntary sector orgs; tenants have greater awareness of what is happening.</i></p>	<p>Develop a system to capture the number of tenants living in a property that can then be entered into accolaid so that the right number of letters can be sent out post visit. Or develop a system of delivering a letter to every room within a property even if empty at the time of the visit.</p>	<p>Still to be actioned</p>

GOVERNANCE			
<ul style="list-style-type: none"> Improve data capture/content management systems for private tenants. Consider using national insurance numbers to track tenants. 	<p><i>Private Housing and Housing Needs departments have tools to collaborate and share information; intelligence shared.</i></p>	<p>Look at what technology we can use to capture personal info like passport number or NI number. Can this be done on an Ipad. Also how do we then record this on Acolaid. And finally what can we do to encourage other services like Housing Needs, SSP law A4R to do the same so that info can be compared</p>	Still to be actioned
<ul style="list-style-type: none"> Discuss strengthening contract-monitoring process with SSP Law contract-holder (in Housing Needs department); ensure that performance indicators are addressed in each report. Are any tenants not being supported due to ineligibility for Legal Aid? What happens to these tenants next? 	<p><i>Potential tenant vulnerability identified prior to visit. Single vulnerable people in HMOs better protected, Homeless Reduction legislation impact mitigated.</i></p>	<p>Housing Needs manage this contract so there's need to liaise with Fidelis however much of this contract management could be automated if the above online form is developed</p>	<p>Spencer now has meetings with SSP law in order to identify any pertinent issues. Spencer also gave a presentation at an SSP Law Team Meeting to promote the service and inform their staff of our work and powers in order to take a more collaborative approach.</p>
<p>Introduce formal process to cross check if tenants in a suspected HMO are on housing or other benefit database with Housing Needs. Invite Housing Needs/Adult social care to join visit if there is a particular concern for a tenant. Work with Housing Needs to capture these tenants within the single person pathway.</p>	<p><i>Potential tenant vulnerability identified prior to visit. Single vulnerable people in HMOs better protected, Homeless Reduction legislation impact mitigated.</i></p>	<p>Create a process and identify systems that can be accessed in order to be able to easily retrieve this data but also develop a process so that if a vulnerable person is identified the appropriate course of action is taken. This will need other services to agree to attend some inspections.</p>	
COLLABORATIVE WORKING			
<ul style="list-style-type: none"> Use existing cross-departmental and local cross-sector working groups to support most vulnerable tenants who would not be eligible for other council services. Discuss issues with Brent Community and Voluntary Organisation working group. 	<p><i>More collaborative working/information-sharing between council and private/voluntary-sector service providers.</i></p>		

<ul style="list-style-type: none"> Use London-wide licensing working group to discuss ways of simple information-recording and sharing around private tenant displacement, and share Brent's findings. 	<i>Communication between boroughs improved; pan-London practices identified and implemented.</i>	Already actioned at time of the report	
<ul style="list-style-type: none"> Discuss sub-regional and pan-London system for tracking movements at North London/new GLA licensing working groups. 	Pan-London collaboration improved.	Already actioned at time of the report	
<ul style="list-style-type: none"> Share civil/criminal proceedings information between Brent PH and SSP Law to strengthen each other's cases and raise awareness of problem landlords/agencies. 	Knowledge shared, cases strengthened.	Whilst this happens it is rather adhoc. There is a possibility that this could be incorporated in to the online form so or otherwise a sharing of monthly reports. Also a possibility to link this in to supporting tenants in claiming for RRO'	SSP Law now have access to the GLAs rogue landlords database.

TRAINING AND EDUCATION

Page 51	Basic vulnerability id training for HMO/licensing officers on inspections e.g. training and quiz on vulnerability classifications, signs, trigger and what to do.	<i>Awareness raised of council powers to improve non-decent HMOs/prosecute landlords; more unlicensed HMOs identified.</i>	Identify a training package for all Enforcement and HMO licensing officers. Also need to consider if this should be extended to Licensing Processing Officers so that they are able to identify vulnerability when taking enquires.	A training programme along the lines of Making every contact count (MECC) has been developed and rolled out to staff in PHS who are visiting properties. Further training module are to be developed.
	<ul style="list-style-type: none"> Continue to offer training around recognising HMO to Housing Needs and other departments that are likely to visit HMOs 		Develop an internal Comms plan and also a timetable of attending team meetings. This has already started with Spencer attending the North West Health Care team meeting and SSP Laws	Various workshops and officers attending both internal and external organisations has been undertaken.

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 Brent	<p style="text-align: center;">Community and Wellbeing Scrutiny Committee</p> <p style="text-align: center;">21 March 2018</p> <p style="text-align: center;">Report from the Strategic Director of Community Wellbeing</p>
Housing Contact Centre Performance	

Wards Affected:	All
Key or Non-Key Decision:	Non-key
Open or Part/Fully Exempt: <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	Open
No. of Appendices:	None
Background Papers:	None
Contact Officer:	Hakeem Osinaike Operational Director Housing 020 8937 2023

1.0 Purpose

- 1.1 The purpose of this report is to inform members of the Scrutiny Committee on the current performance status of the Housing Contact Centre, the improvements since October, when the service was insourced and those planned for the future.
- 1.2 This follows a concern raised by a member of the Committee at the last meeting, which suggested that the service has not improved.

2.0 Call handling performance

- 2.1 The table below shows the contact centre performance from April 17 to March 2018.

Month	Answered	%	Calls not answered	%	Average wait time	Longest wait time (minutes)
Apr-17	4568	67%	2240	33%	6:06	No Data Available
May-17	4821	63%	2814	37%	6:24	60.77
Jun-17	5269	57%	3922	43%	8:29	57.48
Jul-17	5083	65%	2776	35%	7:00	60.83
Aug-17	6145	73%	2312	27%	5:41	69.60
Sep-17	5871	72%	2276	28%	5.54	48.62

Oct-17	6318	71%	2622	29%	6:09	58.53
Nov-17	6405	79%	1716	21%	4:02	49.53
Dec-17	5350	74%	1856	26%	5:10	43.70
Jan-18	6589	72%	2556	28%	2.46	42.24
Feb-18	5283	75%	1776	25%	4.59	35.47
Mar-18	2291	84%	416	15%	3.03	18.56

2.0 Improvement Plan

- 2.1 Call handling performance has shown fluctuating trends over the past five months. This has been driven by a number of key factors:

Service issues	Improvement action / Mitigation
Misalignment of resources against call demands	Reviewed of the shift pattern, aligning this with call data including 'peaks and troughs'
High proportion of failure demands (call we could have avoided or pre-empted)	Analysis of failure demands calls completed and action plan being completed jointly with responsive repairs contractor to improve operational capabilities and processes.
System outage and unexpected events including inclement weather, transport disruptions etc.	Ongoing diagnostic of IT issues which be used to informed the planned upgrade to IT network Established new business continuity plan which includes Customer Response Officer working from home.
Reduce resources due to training and extraordinary operational briefings	Agree operational principles to better coordinate training events
Higher than usual call handling times due to more complex repairs associated with the winter period and operational practices	Weekly operational meetings with our Responsive Repairs contractor to work on service issues impacting on high call handling time

- 2.3 The above activities have already informed a number of improvements in February and have been sustained so far in March.

- ✓ Reduction in longest wait times
- ✓ Increased service levels
- ✓ Improvement in average call waiting for end of Feb and March to date
- ✓ Launched homeworking for the Housing Contact Centre, benefits realised during bad weather on 1st and 2nd March when we maintained a service level of 80% on both days

- 2.4 We recognise that there are much to be done to improve service levels and we'll continue to embed the above mentioned activities together with delivering the following improvements. Below is a high level view of some of the areas we've identified for improvement.

Improvement Action	Expected improvement	To be completed by
1) Delivery of Customer Experience training	Improved customer service skills including developing better understanding of what drives the best customer experience.	End of May 2018
2) Implementation of the Customer Relationship Management System (CRM)	Improved access to customer information and better coordination of tasks allocated to the operational teams	Phase 1 – End of March Full roll out – End of August
3) Implementation of new telephony system	Improve functionalities for managers including better management information To improve understanding of call patterns and resource requirements	End of April 2018
4) Implement new quality assurance process	Identification of training gaps and provide support accordingly	End of March 2018
5) Completion of recruitment and induction programme	Increased resource levels and adequate support for new starters	End of April 2018
6) Introduce a new set of performance measures	To better track the things that matters to customers and use performance outturns to drives continuous improvement	End of April 2018
7) Deliver action plan to reduce failure demands (calls or service failures we could have prevented or pre-empted	Reduce calls that could have been avoided Build capacity in the Customer contact centre to focus on the calls that matters	End of December 2018
8) Improve current online service functionalities	Improve promotion of MyAccount platform to provide convenience for customers to access services	End of June 2018

- 2.5 There are a number of longer term improvements linked to the ongoing Transformation Programme including the implementation of the new operating model and new technology. This will build capacity, improve focus and introduce a new customer experience culture.
- 2.6 We expect the cumulative benefits of the above to be translated into following improvements by September 2018:
- **85%** calls answered
 - **75%** calls answered within 3 minutes
 - Average wait time **3:45** (mm:ss)

Report sign off:

Phil Porter

Strategic Director of Community
Wellbeing

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

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Agenda	Item	Objectives for Scrutiny	Cabinet Member/Member	Attendees
1.	BHP performance data, resident engagement strategy and map of all BHP properties in each ward	<ul style="list-style-type: none"> 1. Use of performance indicators to understand delivery of housing services; 2. Use the current data as a baseline for future points of comparison after BHP's transition. 	Cllr Harbi Farah, Lead Member for Housing and Welfare Reform	<ul style="list-style-type: none"> 1. Phil Porter, Strategic Director Community Wellbeing; 2. Hakeem Osinaike, Operational Director Housing; 3. Minesh Patel, Head of Finance.
2.	Rent and management of Travellers site	<ul style="list-style-type: none"> 1. Scrutinise rent levels and rent collection; 2. Management and delivery of services for residents. 	Cllr Harbi Farah, Lead Member for Housing and Welfare Reform	<ul style="list-style-type: none"> 1. Phil Porter, Strategic Director Community Wellbeing; 2. Hakeem Osinaike, Operational Director Housing; 3. Minesh Patel, Head of Finance; 4. Oxfordshire County Council.
3.	Implementation of actions previously recommended by Local Government Ombudsman	<ul style="list-style-type: none"> 1. Evidence of action taken based on the recommendations from the Local Government Ombudsman. 	Cllr Harbi Farah, Lead Member for Housing and Welfare Reform	<ul style="list-style-type: none"> 1. Phil Porter, Strategic Director Community Wellbeing; 2. Hakeem Osinaike, Operational Director Housing; 3. Minesh Patel, Head of Finance.
4.	Scope – task group on Fire Safety of low-rise domestic properties (up to nine storeys)	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 1. Phil Porter, Strategic Director Community Wellbeing; 2. Hakeem Osinaike, Operational Director Housing; 3. Minesh Patel, Head of Finance; 4. Sanjan Haque, Senior Policy

				Officer
5.	Scrutiny Committee's Work Programme 2017-18	The report updates Members on the Committee's Work Programme for 2017-18	Cllr Janice Long	1. Sanjan Haque, Senior Policy Officer

Wednesday, 1 November 2017

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Agenda	Item	Objectives for Scrutiny	Cabinet Member/Member	Attendees
1.	Leaseholder services	Section 20 consultation process: 1. notice of intention; 2. notification of estimates; 3. notification of award of contract.	Cllr Harbi Farah, Lead Member for Housing and Welfare Reform	1. Phil Porter, Strategic Director Community Wellbeing; 2. Hakeem Osinaike, Operational Director Housing; 3. Minesh Patel, Head of Finance.
2.	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	1. Phil Porter, Strategic Director Community Wellbeing; 2. Hakeem Osinaike, Operational Director Housing; 3. Minesh Patel, Head of Finance; 4. John Magness, Head of Housing Partnerships
3.	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	1. Phil Porter, Strategic Director Community Wellbeing; 2. Hakeem Osinaike, Operational Director Housing; 3. Minesh Patel, Head of Finance
4.	Scrutiny Committee's Work Programme 2017-18	The report updates Members on the Committee's Work Programme for 2017-18	Cllr Janice Long	1. Sanjan Haque, Senior Policy Officer

Tuesday, 16 January 2018

Agenda	Item	Objectives for Scrutiny	Cabinet Member/Member	Attendees
1.	Housing Revenue Account (HRA) rent setting	1. Pre-scrutiny of decision;	Cllr Harbi Farah, Lead Member for Housing and Welfare Reform	1. Phil Porter, Strategic Director Community Wellbeing; 2. Hakeem Osinaike, Operational Director Housing; 3. Minesh Patel, Head of Finance
2. Page 62	Fire Safety task group report	1. Review final report before submitting to Cabinet	Cllr Harbi Farah, Lead Member for Housing and Welfare Reform; Task Group chair (Cllr Janice Long);	1. Phil Porter, Strategic Director Community Wellbeing; 2. Hakeem Osinaike, Operational Director Housing
3.	Brent based Registered Providers (RP) delivery of social housing	1. Use of existing assets 2. Future strategy for Brent 3. Welfare issues addressed by RP (methods, means, and areas of collaboration with LBB) 4. Commitment and action between RP and their section 106 commitments	Cllr Harbi Farah, Lead Member for Housing and Welfare Reform	1. Phil Porter, Strategic Director Community Wellbeing; 2. Hakeem Osinaike, Operational Director Housing; 3. One registered provider (TBC).
4.	Brent's Housing Associations: scrutiny task group report (July 2016)	5. Evaluate progress on recommendations from original report to CWB Scrutiny Committee in July 2016.	Cllr Harbi Farah, Lead Member for Housing and Welfare Reform	1. Phil Porter, Strategic Director Community Wellbeing; 2. Hakeem Osinaike, Operational Director Housing; 4. John Magness, Head of Housing Partnerships

5	Review short-listed candidates as co-opted members for the committee	1. Evaluate short-listed candidates as co-opted members for the Housing Scrutiny committee.	Cllr Janice Long	1. Mark Cairns, Policy & Scrutiny Manager
6.	Scaffolding protocol			Hakeem Osinaike Sean Gallagher

Thursday, 22 Feb 2018

Agenda	Item	Objectives for Scrutiny	Cabinet Member/Member	Attendees
1.	'Find your home' programme	<ul style="list-style-type: none"> 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; 1. Impact on homelessness with special focus on Children & Young People. 	Cllr Harbi Farah, Lead Member for Housing and Welfare Reform	<ul style="list-style-type: none"> 1. Phil Porter, Strategic Director Community Wellbeing; 2. Hakeem Osinaike, Operational Director Housing; 3. Minesh Patel, Head of Finance
2. Page 64	Brent Housing Management (BHM) Development plans	<ul style="list-style-type: none"> 1. Size of portfolio; Value of portfolio; 2. Management and usage plans beyond integration of BHP within LB Brent Housing; 3. Financial forecast. 	Cllr Harbi Farah, Lead Member for Housing and Welfare Reform	<ul style="list-style-type: none"> 1. Phil Porter, Strategic Director Community Wellbeing; 2. Hakeem Osinaike, Operational Director Housing; 3. Minesh Patel, Head of Finance
3.	Brent based Registered Providers (RP) delivery of social housing	<ul style="list-style-type: none"> 1. Use of existing assets 2. Future strategy for Brent 3. Welfare issues addressed by RP (methods, means, and areas of collaboration with LBB) 4. Commitment and action between RP and their section 106 commitments 	Cllr Harbi Farah, Lead Member for Housing and Welfare Reform	<ul style="list-style-type: none"> 1. Phil Porter, Strategic Director Community Wellbeing; 2. Hakeem Osinaike, Operational Director Housing; 3. Minesh Patel, Head of Finance; 4. One registered provider (TBC).
4.	Housing Management – Customer Service	1. To hear a deputation from resident	n/a	<ul style="list-style-type: none"> 1. Mr Neil Roddy - resident
5.	Scrutiny Committee's Work Programme 2017-18	1. The report updates Members on the Committee's Work Programme for 2017-18	Cllr Janice Long	<ul style="list-style-type: none"> 1. Barbara Grant, Senior Policy Advisor

Wednesday, 21 Mar 2018

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Agenda	Item	Objectives for Scrutiny	Cabinet Member/Member	Attendees
1.	Homelessness Reduction Act	<ol style="list-style-type: none">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	<ol style="list-style-type: none">1. Phil Porter, Strategic Director Community Wellbeing;2. Hakeem Osinaike, Operational Director Housing;3. Minesh Patel, Head of Finance.
2.	Brent based Registered Providers (RP) delivery of social housing	<ol style="list-style-type: none">1. Use of existing assets2. Future strategy for Brent3. Welfare issues addressed by RP (methods, means, and areas of collaboration with LBB)4. Commitment and action between RP and their section 106 commitments	Cllr Harbi Farah, Lead Member for Housing and Welfare Reform	<ol style="list-style-type: none">1. Phil Porter, Strategic Director Community Wellbeing;2. Hakeem Osinaike, Operational Director Housing;3. Minesh Patel, Head of Finance;4. One registered provider (Catalyst).
3.	Impact of landlord licensing	<ol style="list-style-type: none">1. What impact has the Licensing Scheme had on tenants2. What has been the impact on surrounding areas3. What support has been available to affected tenants following a 'council raid' as a result of breach of license	Cllr Harbi Farah, Lead Member for Housing and Welfare Reform	<ol style="list-style-type: none">1. Phil Porter, Strategic Director Community Wellbeing;2. Hakeem Osinaike, Operational Director Housing;3. Spencer Randolph, Head of Private Housing Services

4.	Housing Management – Customer Service	1. Report including statistics on housing call centre performance	Cllr Harbi Farah, Lead Member for Housing and Welfare Reform	1. Phil Porter, Strategic Director Community Wellbeing; 2. Hakeem Osinaike, Operational Director Housing;
5.	Scrutiny Committee's Work Programme 2017-18	1. The report updates Members on the Committee's Work Programme for 2017-18	Cllr Janice Long	1. Barbara Grant, Senior Policy Advisor

Suggested for 18/19:

- Work to find larger travellers site/more pitches
- Impact of changes to traffic enforcement in estates with Traffic Mgt Orders
- Tackling voids
- Aids and adaptations
- Outcome Based Review – Domestic OBR/pan London domestic abuse progress report