



Housing Scrutiny Committee

Wednesday 27 March 2019 at 6.00 pm

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

Membership:

Members

Councillors:

Long (Chair)
Maurice (Vice-Chair)
Aden
Ethapemi
Hassan
Johnson
Kennelly
Stephens

Substitute Members

Councillors:

Afzal, Conneely, Hector, Knight, Shahzad, Ketan Sheth
and Thakkar

Councillors:
Colwill

Co-opted Members:

Karin Jaeger, Brent Tenant Representative

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 significant enough to affect your judgement of a public interest and either it affects a financial position or relates to a regulatory matter then 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 of expenses in carrying out duties as a member, or of election; including from a trade union.
- (c) **Contracts** - Any current contract for goods, services or works, between the Councillors or their partner (or a body in which one has a beneficial interest) and the council.
- (d) **Land** - Any beneficial interest in land which is within the council's area.
- (e) **Licences** - Any licence to occupy land in the council's area for a month or longer.
- (f) **Corporate tenancies** - Any tenancy between the council and a body in which the Councillor or their partner have a beneficial interest.
- (g) **Securities** - Any beneficial interest in securities of a body which has a place of business or land in the council's area, if the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body or of any one class of its issued share capital.

****Personal Interests:**

The business relates to or affects:

- (a) Anybody of which you are a member or in a position of general control or management, and:
 - To which you are appointed by the council;
 - which exercises functions of a public nature;
 - which is directed is to charitable purposes;
 - whose principal purposes include the influence of public opinion or policy (including a political party 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 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 is the subject of a registrable personal interest.

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 nature and existence of any relevant disclosable pecuniary, personal or prejudicial interests in the items on this agenda and to specify the item(s) to which they relate.	
3 Minutes of the previous meeting	1 - 10
To approve the attached minutes from the previous meeting on 6 February 2019 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 a petition objecting to installation of smart meters and construction work carried out at Landau and Joules Houses, in accordance with Standing Order 66.	
7 Disabled Facilities and Small Works Grants Distribution	11 - 54
The report provides information on the delivery of Disabled Facility Grants (DFG) and Small Work Grants (SWG) as well as to provide information on the performance of the service, the challenges it faces and associated risks .	

8 New Customer Relationship Management (CRM) System 55 - 74

The report provides an update on the ongoing implementation of the Corporate CRM system (Microsoft Dynamics) in Housing Management, an outline of what has been delivered to date, how that is being managed and working, and what remains to be delivered.

9 Invest 4 Brent (i4B) and First Wave Housing (FWH) 75 - 88

The report provides an update on i4B Holdings Ltd (i4B) and First Wave Housing Ltd's (FWH) performance and progress in implementing their respective business plans.

10 Work Programme 2018/19 89 - 106

11 Forward Plan 107 - 118

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: Thursday 25 April 2019



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 **Wednesday 6 February 2019 at 6.00 pm**

PRESENT: Councillor Long (Chair), Councillor Maurice (Vice-Chair) and Councillors Aden, Ethapemi, Hassan, Johnson and Stephens

Also present: Councillors McLennan (Deputy Leader) and Southwood (Lead Member for Housing and Welfare Reform).

1. Apologies for absence and clarification of alternate members

Apologies for absence were received from Councillor Kennelly and Ms Jaeger (co-opted member).

The Chair informed that Michelle Lonergan had resigned from her post as a co-opted member on the committee. The Chair thanked Ms Lonergan for her work and input on the committee and wished her every success for the future. It was clarified that there were no plans to seek a substitute co-opted member due to the disbandment of the Housing Scrutiny committee post April 2019.

2. Declarations of interests

There were no declarations of interest.

3. Minutes of the previous meeting

The minutes of the previous meeting held on 29 November 2018 were approved as an accurate record.

4. Matters arising (if any)

The following matters were raised at the meeting:

- i. Council's Housing webpages had been updated, including information on private sector tenants.
- ii. Cllr Southwood (Lead Member for Housing and Welfare Reform) drew members' attention to the Greater London Authority's (GLA) rules on balloting and explained that all future housing schemes without an already agreed planning permission or funding arrangements would be subject to a ballot. Whilst changes in relation to the South Kilburn Regeneration Scheme were likely to pose a risk on the scheme's viability unless alternative funding arrangements were identified, officers expressed confidence in the success of the ballot, subject to appropriate preparation and communication with residents. Therefore, it was agreed that an update on South Kilburn Regeneration Project be deferred until next meeting on 26 March 2019 to also include indication on schemes which did not have specific funding arrangements.
- iii. Information on backlog of licensing applications be shared with the Committee.

5. **Deputations (if any)**

None received.

6. **Petitions (if any)**

None received.

Following this item the order of the agenda was changed as set out below

10. **Housing Complaints**

At the invitation of the Chair, Cllr McLennan (Deputy Leader, Brent Council) introduced the report which provided Members with an overview of the Annual Complaints Report 2017-18, approved by Cabinet on 10 December 2018. The Report also provided the Committee with an outline of the Housing Directorate complaints performance for 2017-18, a summary of the main cause of complaints and improvement actions set out in detail in Appendices A and B respectively.

Focusing on the Housing Directorate, it was stated that the majority of housing complaints related to customer care, repairs and communications and came from three areas namely Housing Management Services, Housing Needs and Private Housing Services with a negligible number of complaints received in Housing Partnerships. However, Cllr McLennan reported that despite ongoing restructuring and growing pressures on services, data demonstrated the strong improvements made across the Council compared to previous years, including a 4% decrease in Stage 1 complaints, 8% decrease in Stage 2, 5% decrease in level of compensation and nearly 30% decrease in the number of cases awarded compensation. In welcoming the improvements, a member posed a question relating to the reasons for the increase in the number of upheld complaints, despite the reduction in overall case numbers. Irene Bremang (Head of Performance and Improvement) stated that this was a reflection of the Council's willingness to take responsibility, while also challenging the pre-existing culture of defensiveness and hereby trying to improve the service and compensate residents when appropriate.

Discussions moved on with members spotlighting on complaints within the Private Housing Services, in particular the most common type of complaints received and the level of reporting. The Committee's attention was drawn to information in the report which provided a breakdown of root causes of complaints by main service area and demonstrated that the overall number of complaints in that area was low, with the majority of cases relating to either grants and enforcement or, in some cases, due to a discretionary payment challenges. In terms of reporting and follow up action, Hakeem Osinaike (Operational Director Housing) confirmed that previously existing backlogs had been cleared and the service was now focusing on current applications. He pointed out that the service was dealing with a range of enquiries, including such on licensing matters which were normally dealt as a service request but also standard complaints on the quality of housing services. Set processing targets were in place and adhered to, with officers agreeing to update on the exact turnaround times at the next committee meeting.

Finally, the Committee briefly spotlighted on the issue of recording residents' compliments received by staff. Irene Bremang advised that compliments had been under-recorded on the Council's complaints system and that staff had been reminded to log their compliments on the system or send them to the Complaints team to do this on their behalf.

RESOLVED:

- i. That the contents of the Housing Complaints 2017/18 report be noted.
- ii. That the content of the automatic PRS licensing responses be improved to include additional information for residents.
- iii. That response times for the completion of licensing applications is confirmed by the Operational Director Housing.

8. Welfare Reform and Homelessness (including the Homelessness Reduction Act)

Laurence Coaker (Head of Housing Needs) introduced the report which informed members of the impact of the Welfare Reform on housing services and homelessness in Brent as well as an overview of the challenges and outstanding risk for the borough.

The discussion which followed focused on some of the main changes in the Welfare Reform, namely the Local Housing Allowance (LHA), the introduction of the Overall Benefit Cap (OBC) and the replacement of six benefits with Universal Credit (UC). Firstly, the Committee was informed that introduction of Universal Credit was likely to be the most challenging change. The roll out of Universal Credit was on track as planned but the full migration was not expected to be completed before late 2020. A number of enquiries had been received regarding the impact of the new benefit but it was no specific analysis on its full impact on claimants in Brent could be given at this stage.

A question arose on the impact of the Welfare Reform on Discretionary Housing Payments (DHP). Officers explained that the allocation for the next financial year is not yet known but assured Members that despite ongoing cuts the DHP budget was not going to disappear. However, Committee's attention was drawn towards growing concerns about the information given to claimants by the Department for Work and Pensions on the impact on other benefits. Subsequently, pressure was put on the Council to ensure claimants were not disadvantaged as part of the roll out process and that the situation was adequately monitored. Concerns were also expressed in terms of the number of private sector tenants, many of who were not known to the Council yet were likely to be worst impacted by UC. A robust service existed for those residents who wanted to change contribution bands, including one to one interviews and the use of a house affordability tool. Residents were given options to choose from, although larger properties were mostly available only outside of Brent. In addition, officers advised that a cooperation with RPs was crucial and assured Members that appropriate communication channels such as the Welfare Reform Forum were in place to bring such matters to their attention.

Members were mindful of the impact on tenants working on zero-hour contracts or those who were self-employed as they were seen as more vulnerable and likely to fall behind with payments and questioned whether the Discretionary Housing

Payment (DHP) could be used to help them. Laurence Coaker explained that each case was looked on an individual basis but pointed out that this was not the main purpose of the DHP. Instead the DHP was intended as an interim measure, for up to 12 week's period and was not applicable in zero-hour contract circumstances as there was no guarantee when the resident would be back to work. Affected residents were being referred to the Council's employment and skills service in order to seek more income stability.

In terms of the implications of reductions on housing related support, Laurence Coaker stated that the Council was under pressure to make further savings. Reviews however had shown that there was capacity to do that as certain services such as the floating support service were not fully utilised. This was further informed by the recently conducted Housing Related Support Budget Review had shown that cuts would be feasible without further impact.

Answering questions on the Overall Benefit Cap and what mechanism was in place to ensure people get the support they were entitled to, Laurence Coaker explained that the Council was committed to supporting people into work but stated that the service was largely reactive. However, with the homelessness category operating at 98% capacity and lack of voids, officers warned that many capped claimants were under risk of becoming homeless.

Discussion moved on to the issue of rough sleepers and what the council was doing to alleviate their situation. In acknowledging the existing problem, Cllr Southwood stated that the Council worked with a number of charities such as St Mungo's and Crisis on this, with majority of hotspots concentrated in the south of the borough. A regular count of the rough sleepers in the Borough was being commissioned from St Mungo's every two months, with reported figures consistently below 30 (19 according to last count in November 2018). A number of solutions existed in tackling rough sleepers. Firstly, Members' attention was also drawn to the Severe Weather Emergency Protocol (SWEP), which triggered alerts sent to the Head of housing Needs. As a result an outreach team would go to known sites and collect rough sleepers and put them into shelters. A community based shelter had been set up, floating between different faith organisations and open throughout winter and until mid-April. Only one SWEP centre was available in Brent, near Pound lane in Harlesden, with an overflow facility available if necessary. Housing First Model was another solution to help entrenched rough sleepers, with a clear pathway identified to get them back in check as part of the process.

Success rates in getting people off the street varied depending on the type of rough sleeper so a range of models had to be used accordingly. Mental health and alcohol related issues as well as female and migrant rough sleepers were amongst the most challenging ones. Officers admitted that these posed a significant challenge on service provision, due to the increase vulnerability, lack of funds or reluctance to stay in shelter accommodation of such people. As part of the Council response, the Committee was informed of the existence of the Willesden Green Scheme, several hubs, dormitory style shelters and rapid assessment centre as well as the allocation of a designated resource to try and address at least in part some of these problem.

In terms of the Homeless Reduction Act officers explained that this was a “bolt-on” legislation, which had introduced new duties for prevention and relief of homelessness. Since the Act was introduced there had been approximately 55% increase in demand in services, with the relief duty of local authorities largely focused on helping rather than accommodating. Under the Act prevention and relief duties were priority blind and required unconditional help regardless of whether the homeless was genuine or intentional. It was reported that the number of single homeless people who had approached the council had increased and there had been an overall increase in vulnerability. Those who were not in priority need could benefit from the Single Homeless Prevention Service (SHPS). The increase in demand was likely due to the fact that people were approaching the Council’s services at a much later stage, after they had already become homeless. With only 14% of Council stock intended for single people, the committee discussed other possible solutions to tackle single people homelessness including utilising the Council’s privately owned company – invest 4 Brent (i4B) - and considering other affordable housing options such as modular housing. However, the latter brought issues of their own, namely shortage of space and longevity of dwellings, many of which came with only a 60 year guarantee. In conclusion of this point, the Committee noted the importance of a balanced approach – one which addresses both the affordability gap but also which focuses on prevention measures and wider engagement.

Finally, the Committee spotlighted on the Welfare Reform Strategy and role Credit Unions and questioned whether they were doing enough in Brent. Members welcomed the work that had been done between the Council and CUBE in alleviating debt but stated that further engagement was needed between residents and credit unions. Members were also mindful of the fact that most traditional banks were likely to lend money only to people with good credit history as they were less likely to default. However, officers acknowledged that more work needed to promote the work of credit unions and look at range of options. The Welfare Reform Strategy was also in need of updating and work was already under way on a revised draft. Officers welcomed the possibility of a pre-scrutiny of the draft strategy when it’s completed

RESOLVED:

- i. That the contents of the Welfare Reform and Homelessness report be noted.
- ii. That the Head of Housing Needs shares with Members data on supported housing.
- iii. That the Head of Housing Needs provides data on domestic violence and its impact on homelessness and shares this information with Members.
- iv. That the draft Tackling Financial Exclusion be shared with the Committee.

9. Performance Update

Jo Walton (Head of Performance Insight and Improvement) introduced the report which briefed Members on the current performance in key Brent Housing Management areas for the period between April and December 2018.

In the discussion which followed Members raised a number of issues. Firstly, the Committee noted the variance in performance figures, with poorer rates observed in the winter months. Officers explained that this was due to the seasonal nature of

calls and a combination of factors. Higher number of calls in the summer noted when most staff is on leave.

Referencing information in the report on number of calls answered within 3 minutes in the period from July to December 2018, Members noted that percentage of calls answered in November and December was lower than in previous months and that this did not give the impression of any improvement made. They also stated that it would be helpful to benchmark data against that of previous quarters. Officers stated that the data was recorded only because it was expected from the residents, and this was not the case under BHP. There had also been a change in telephone providers which had had an effect.

The Committee commented on the potential issue of staffing and enquired on the possibility of the Council recruiting more agency staff. In response, officers stated that contact centre resources were being reviewed as part of a wider structure review. New information to be used in order to establish what resource were required and ensure appropriate staffing levels.

Referencing customer satisfaction targets, officers acknowledged that there were areas where the Council was underperforming. Whilst overall call response by the Council's customer services was rated good, the Committee heard that delays in carrying out repairs were more common from a contractor's side. They acknowledged that there was a failure to manage response times appropriately just as much as Wates's own poor performance. It was explained that issues often arose from the type of repairs – minor repairs were resolved quickly whereas more complex ones often required two or more operatives which, if not managed well, led to delays. A series of workshops and meetings had been held with Wates and actions were set for them to work towards.

Discussions moved on, with the Committee referencing information in the report and spotlighting on the downward trend in the percentage of repairs completed within 14 days. Officers stated that residents often come up with false statements to ensure Council attends quickly to their repair, because they don't trust it will be done otherwise. As a result the two week measure had been introduced to ensure repair response are carried out promptly and consistently within specified deadlines. In terms of carrying out repairs below the agreed standard, officers explained that performance on that was measured. It was explained that as part of the contractual agreement with Wates any contractual services were charged at a flat rate, per property. This in turn created an initiative for the contractor to carry out repairs efficiently and to a high standard thus reducing the number of subsequent visits.

Members were mindful that the average case closure time of 58 days was not satisfactory. In response, Hakeem Osinaike explained that Anti-Social Behaviour (ASB) issues were not usually resolved quickly and often required further investigation and mediation. He added that it was important to maintain good communication channels with residents. It was explained that many landlords measured satisfaction based on process itself rather than the outcome which created discrepancy in some of the performance figures. Whilst satisfaction figures quoted in the report were based on information obtained from an annual survey, it was anticipated that the roll out of the Customer Relationship Management (CRM)

system would provide better, real-time intelligence on how cases were being handled.

Regarding noise complaints, Members enquired how the Council intended to tackle this and what the impact would be given the cuts planned for the noise team. Hakeem Osinaike acknowledged that this would be a challenge but assured Members that was not expected to have a significant impact as it would fall as part of the main Housing Management Team responsibilities and within core working hours. He explained that a balance had to be achieved between responding to noise complaints outside normal hours and providing a service within normal hours. In addition, an app had been developed which would allow residents to record evidence and report issues directly to the Council. Special equipment could be provided to those residents who could not use the app as an alternative to help them monitor noise. Enforcement would be carried out by the corporate ASB team. In conclusion, Mr Osinaike stated that a consistent and fair approach towards all residents had to be applied.

The Committee enquired about rent collection rates and were mindful of the fact that more than a quarter of the Council stock was in the form of leasehold properties. Officers expressed confidence that leasehold charges were going well with the actual quality performance on or above targets. They continued to say that the Council does not have the right to collect rents at source (under Universal Credit) but explained that a system was in place to identify and target those who might default before they get into serious problems. Officers expressed confidence that residents will continue to pay rent despite introduction of Universal Credit. However, they noted the importance of educating residents of the likely impact and help them limit damage and better manage their finances.

Finally, the Committee sought more information on parking performance which was not included in the report. Officers explained that five estates were visited to find out if there was an appetite for the new parking enforcement proposals. All estates refused so as a result the Housing Team was having to look at alternatives. Officers stated that there was a demand for improved parking controls but residents were not willing to pay the increased charges. Also not everyone used parking. Officers explained that current parking charges on estates were £10 per year but enforcement was very limited. Intention was to increase this in line with CPZ charges but keep it at the lower end. Enforcement measures were seen as compelling by residents but additional charges were not well received. The offer was therefore being reviewed and a paper was being prepared on new proposals which would be presented to the Council's Policy Coordination Group in May 2019.

RESOLVED:

- i. That the contents and improvements outlined in the Housing Management Performance report for the period April to December 2018 be noted.
- ii. That a performance update be presented to on a quarterly basis to include benchmarking with other boroughs.
- iii. That a paper on proposals of reviewed parking arrangements be shared with Members prior to presenting it at the Policy Coordination Group in May 2019.
- iv. That target setting is reviewed to ensure robustness and an update provided to the Committee.
- v. That housing performance figures be uploaded on the Council website.

- vi. That future performance reports include a focus on Registered Providers

7. Brent based Registered Providers (RP) delivery of social housing

At the invitation of the Chair, John Magness (Head of Housing Supply and Partnerships) introduced the report which provided Members with an overview of the Registered Providers (RPs) operating in Brent.

The Committee was informed that there were an estimated 55 RPs operating in Brent ranging from small to large size organisations. A designated team had been set up within Housing Services to manage the relations with Registered Providers (RPs) and seek to develop a more consistent way of developing and managing these partnerships. Discussion were under way to develop a shared code of practice between the Council and RPs as a way of streamlining management standards and ultimately ensuring RPs adhere to and work towards Council objectives. No central depository of RP related information existed which created issues in terms of analysing data but also pinpointing exact location of properties. However, basic performance information was available as well as a central government league table developed by central government which provided some benchmarking data. This created issues both in terms of Members acknowledged existing problems but stated that there had been ongoing communication issues with some RPs thereby recommending the setting up of clearer contact routes in order to simplify signposting and dealing with residents' queries.

With regards to resident related performance officers explained that the Council was exerting influence where possible vis a vis section 106 but acknowledged that more work was needed and stated that relations were better with those RPs which tended to share Council's values. A lot of master planning was in place and the aim was to deliver the most affordable housing possible for residents. A key factor in the relationship with RPs was the need to provide more affordable housing for local residents. Some leverage was available in the form of access to land in the borough and Right to Buy Receipts but despite Council's access to land, RPs offers could not be easily turned away due to the wider access to funds available to RPs which in turn contributed towards alleviate at least in part some of the acute housing problems in the borough. The role of smaller RPs were also acknowledged particularly due to their capacity to provide more specialist accommodation. Viability of smaller RPs scheme was generally safeguarded with any struggling providers encouraged to consider a merger with another provider.

Finally, discussion centred on the RP's management of service charges. It was explained that service charges were split into 2 types – provision of services and actual charges for works. Officers stated that specific information on service charges was not available but explained these were defined in legislation and RPs were being regulated in similar ways to other housing providers. Any difference were a result of improper management, with any issues flagged up mostly via the complaints channels. Responding to queries on whether the shared ownership policy would include service charges, it was explained that affected properties were likely to be of leasehold character and for them the rent was calculated through a formula. Members heard that discussions were under way on shared ownership policy but it was likely for the management of that to be taken back in-house.

RESOLVED:

- i. That the contents of the Brent based Registered Providers (RP) delivery of social housing report be noted
- ii. That a list of Top 20 RPs contact details be compiled and (1) shared with Members and (2) published on the Council's Housing webpages.
- iii. That RP performance is reported to scrutiny on a quarterly basis.

11. **Work Programme 2018/19**

RESOLVED that the contents of the Housing Scrutiny Work Programme 2018/19 be noted

12. **Forward Plan**

RESOLVED that the contents of the latest Forward Plan be noted


13. **Any other urgent business**

None.

The meeting closed at 8.35 pm

COUNCILLOR JANICE LONG
Chair

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	Housing Scrutiny 27 March 2019
	Report from the Strategic Director of Community Wellbeing
Disabled Facilities and Small Works Grant Distribution	

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:	Three <ul style="list-style-type: none"> • Appendix 1 - Customer Satisfaction Survey Feedback • Appendix 2 - Grant distribution Maps by Year • Appendix 3 - PHS Grants and Evaluation Pilot - Measures
Background Papers:	N/A
Contact Officer(s): <small>(Name, Title, Contact Details)</small>	Spencer Randolph, Head of Service, Private Housing Services Tel: 0208 937 2546 Spencer.Randolph@brent.gov.uk Bernie Wilde, Project Manager, Private Housing Services Tel: 0208 937 1545 Bernie.Wilde@brent.gov.uk

1.0 Purpose

- 1.1. The purpose of this report is to provide the Housing Scrutiny Committee with information on the delivery of Disabled Facility Grants (DFG) and Small Work Grants (SWG).
- 1.2. The report will inform the committee of recent changes to DFG and SWG.
- 1.3. The report will also provide information on the performance of the service, the challenges it faces and associated risks.

2. Recommendations

2.1 That members of the Housing Scrutiny Committee note the content of this report

3.0 Introduction

- 2.1. DFGs came into being in 1989 to provide targeted financial help with the cost of home adaptations for lower income disabled people of all ages. Since it was introduced, this grant has helped to fund essential home adaptations, which help to give disabled and vulnerable people freedom to move into and around their homes, by providing access to essential internal facilities and safe and suitable access to outside areas.
- 2.2. SWGs are a discretionary grant that to cover the cost of maintenance and repair works that will deliver significant health gains. Brent has increased in the upper financial limit of the grant by £2,000, which can amount to £7,000 in any three-year period. These grants have qualifying criteria for carrying out repairs which is related to pension credit and income support, although there is no qualifying criteria for the provision of small adaptations or repairs to adaptations.
- 2.3. This year (2108/19) has seen the most radical changes in the delivery of these grants and, in particular, DFGs since their inception thirty years ago in the 1989 Local Government and Housing Act.
- 2.4. So, whilst this report will look back at the delivery of these grants and answer those questions posed by this committee, it will also be used as a report to inform the committee of what those changes are.
- 2.5. Up until now, DFG have been the only grant used for the provision of major adaptations, not only in Brent but across the country. This is changing and moving forward other discretionary grants, referred to later in this report, will be used rather than DFGs.
- 2.6. We should therefore think of adaptations in terms of major and minor adaptations rather than the grant or financial mechanism used to fund the adaptation.
- 2.7. In Brent, all major and most minor adaptations are delivered by Private Housing Services (PHS). This is for all tenure including Council tenants when PHS took over the delivery of these from Housing Management in April 2018.
- 2.8. PHS uses a case management system called Acolaid to record its grant activity and data extracted from it shows that between 2002 – 2018, 3,126 residents in Brent have benefited from assistance from a DFG.

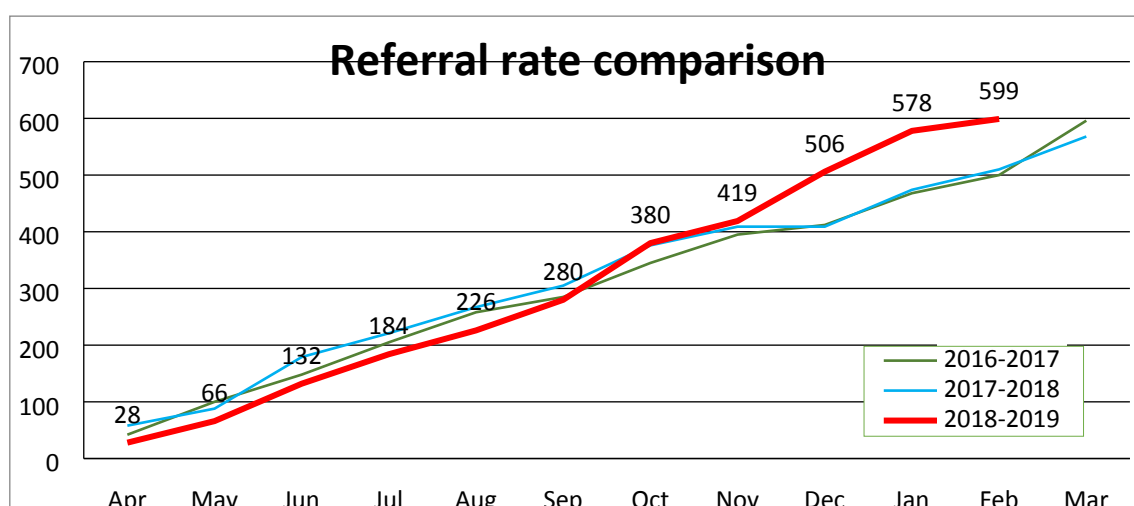
4.0 Overview

- 4.1. Living in a suitable home is crucial to independence and well-being, and home adaptations can improve the accessibility and usability of a person's home environment. There is a rising demand for home adaptations as more people

are living longer. An increasing number of people are living with multiple long-term health conditions who can experience reductions in mobility.

- 4.2 With Brent's ageing population predicted to rise, with 20% of the population being over 60 by 2040 (*GLA demographic projections 2014*), the expectation is that demand for grants and adaptations will continue to grow.
- 4.3. 2017-18 data for DFGs shows that, in percentage terms, major adaptations were provided for the following:
- 57% were for bathroom adaptations only.
 - 15% were for bathrooms and equipment.
 - 12% were for equipment only, such as stair-lifts, semi-permanent ramps, Clos-o-mats, door entry systems etc.
 - 16% were for miscellaneous complex adaptations which include things like children padded room areas, widening doors, hoists, front and/or rear access and more complex and larger adaptations.
- 4.4. The SWG is a discretionary grant that covers the cost of repairs and equipment that can provide adaptations if it is considered that they will achieve significant health gains for residents. In Brent, up to £7,000 can be awarded in any three year period for an SWG. This was increased from £5,000 in 2018.
- 4.5. The SWG is most commonly used for general repairs work and repairs to adaptations. Between the period of 2002 to April 2018, 4,284 Brent residents have benefited from assistance from this grant.
- 4.6. PHS are anticipating an increase in demand for grants and adaptation services over the next few years. In 2015-16 578 DFG and SWGs were completed. PHS is currently approving, on average, 70 applications per month in the current year, and the service is on course to have approved 718 applications by the year end. This represents a substantial increase in requests and the delivery of completions. Resources have been partially increased to cope with this increased demand.
- 4.7. **Table 1** below maps the increase in major adaptation referrals in Brent over the last three years.

Table 1: Major Adaptation Referral Comparisons



- 4.8. Whilst no detailed analysis has yet been undertaken to determine why demand has increased for the past year, one factor is thought to be due to a widening of approach by PHS. This has led to several changes in the type of service provided, including an elimination of means testing for many grants and the introduction of a single point of access for health and social care professionals, who can now request support for customers directly. In addition, the ASC Duty team have successfully reduced their case backlog, which has resulted in more customer referrals for adaptations. Changes in demand will be closely monitored this year to track trends and make adjustments to delivery and resources if necessary.

5.0 Expanding Brent's Grants and Adaptation Services

- 5.1. In June 2018, Brent's Cabinet amended the Council's Private Housing Assistance Policy which used powers given under the Regulatory Reform (Housing Assistance) England and Wales Order 2002 (RRO). The amendment to the policy enabled the provision of additional, more discretionary assistance to be delivered to vulnerable and disabled residents in Brent, and introduced more focused hospital discharge assistance to make homes safer and improve independence and wellbeing.
- 5.2. This policy change supports the Council's current Housing Strategy, in particular the aim to "widen housing options for vulnerable residents, better enabling independent living and providing alternatives to residential care" (4.6 Outcome D).
- 5.3. The change also supports the key recommendations made in the Outcome Based Review (OBR) for Housing Vulnerable People in 2016. This report recommended that Brent focused more narrowly on adaptation provision to "Enable the efficient installation of more adaptations at an earlier stage so that Brent residents are able to live independently for longer, drawing on few, less expensive health and social care interventions as a result".

- 5.4 A Project Board and Practitioner Group were established to oversee the seven key OBR recommendations. The Board is chaired by the Community and Wellbeing Strategic Director, with representation from senior managers in Housing and Adult and Children's services.
- 5.5 Significant progress has already been made against each of the seven recommendations. Work streams were developed and are being implemented to build on the work of the OBR. The seven recommendations from the OBR are listed below:
- Build the system and make adaptations an end-to-end system
 - Reduce failure demand and cancellations
 - Increase good demand for a one-year period and monitor impact
 - Prevention and deployment of a rapid response service
 - Reduction in delayed discharges from hospital
 - Prevent the escalation from A&E to full hospital admission
 - Enable the move out of residential care into an adapted property
- 5.6 Brent's Grant assistance and adaptation services are funded by the Government's Better Care Fund, and since 2018, the Housing Assistance Fund. A recent increase in funding over the past two years to Brent has allowed the Council the flexibility to develop a more innovative and unique approach to delivery, and one which diverges considerably from the approach of other London Boroughs'.
- 5.7 During 2017/18 PHS re-designed existing Disabled Facilities and Small Works Grant products and developed new ones for residents. These were launched to Brent's wider health and social care partners in December 2018, and this roll is set to continue in 2019.
- 5.8 The means test for a DFG is applied based on a nationally defined system. However, local authorities have considerable discretion when it comes to defining their own system of grants for home adaptations in general, including powers to provide grants for specific adaptations which are not means tested.
- 5.9 Brent has taken advantage of this discretion to change its approach and offers a grant for the provision of major adaptations, known as the Discretionary Disability Adaptations Grant (DDAG), where a means testing criteria is no longer applied.
- 5.10 Further developments also now mean that adaptations are delivered on a more tenure neutral and needs bases with PHS taking on the delivery of major adaptations to Council properties too. This represents a significant change for residents and how grants are distributed across Brent.
- 5.11 The current suite of services and products introduced by the RRO policy change last year are summarised below:

- **Disabled Facility Grant (DFG)** – a grant to provide major adaptations so that people can access essential facilities within their home and access outside. This grant is means tested.
 - **Discretionary Disability Adaptations Grant (DDAG)** – similar to the DFG, it is identical in terms of criteria, with no requirement for means testing, which was unpopular and off putting for many residents from applying for adaptations.
 - **Small Works Grant (SWG)** – these are discretionary grants to cover the cost of maintenance and repair works that will deliver “significant health gains”; what we mean by this is that the grants will repair things like damp, broken heating system, trip hazards and other items that if they were not addressed could lead to the vulnerable occupier becoming ill. Brent has increased in the upper financial limit of the grant by £2,000, which can amount to £7,000 in any three-year period.
 - **Spend to Save Grant (SSG)** – a discretionary grant used where a case can be made for the upper limit of a SWG to be exceeded in circumstances where this provided an overall financial advantage in relation to the combined care and health budgets of the Council and its NHS partners.
 - **Hospital Discharge Assistance Service (HDAS)** – a fast-tracked, prioritised route where a vulnerable person is unable to be discharged from hospital due to housing safety risks which could be remedied by adaptations. This service supports Brent Home First Hospital service, which is being rolled out across London West hospitals from January-19
 - **Acute Handyperson Assistance Service (AHAS)** – a new, free of charge service supporting hospital discharge and preventing re-admission by carrying out smaller jobs quickly, such as moving furniture, fitting grab rails, and essential repairs to enable a patient to live at home safely
- 5.12. PHS is the ‘go to’ service for housing adaptations and assistance for Brent’s vulnerable residents. This new approach is even more customer centred, offering a speedier and less bureaucratic approach to service delivery. PHS is striving to move to the front end of the referral process, with health and social care professionals now able to refer clients directly to PHS for assessment via an on line portal. This is not a single point of access but a major point of access, and widens the ability of health and social care professionals to communicate directly with the grants and adaptation team, and receive a fast-tracked response to any requests.
- 5.13. PHS are working increasingly closer with partners in health and social care to integrate approaches to delivering support – facilitating quick results and delivering savings - through working together to enable a reduction in wider system demand on hospitals, Council and residential and community care services.

- 5.14. Considerable focus has been towards raising awareness about what is on offer to PHS's social care and health partners. Phase 1 of the PHS communications plan was developed, and to date, PHS have presented to over 220 internal and external practitioners to highlight the new grants and services. These have included several presentations to partners in London West NHS hospitals to extend the reach in this area. Phase 2 of the communication plan will be rolled out in Spring 2019, and will include GP networks, Clinical Commissioning Group networks and the recently appointed Care Navigators.
- 5.15. Brent's innovative approach enables PHS to have the flexibility to cater for individual requirements and services. These include proactively raising awareness of available support and how to access it, delivering home adaptations quickly and without means-testing, linking adaptation services with vital home improvements and deploying the new handyperson services to fast-track more minor repairs.

6.0 Delivery and Performance

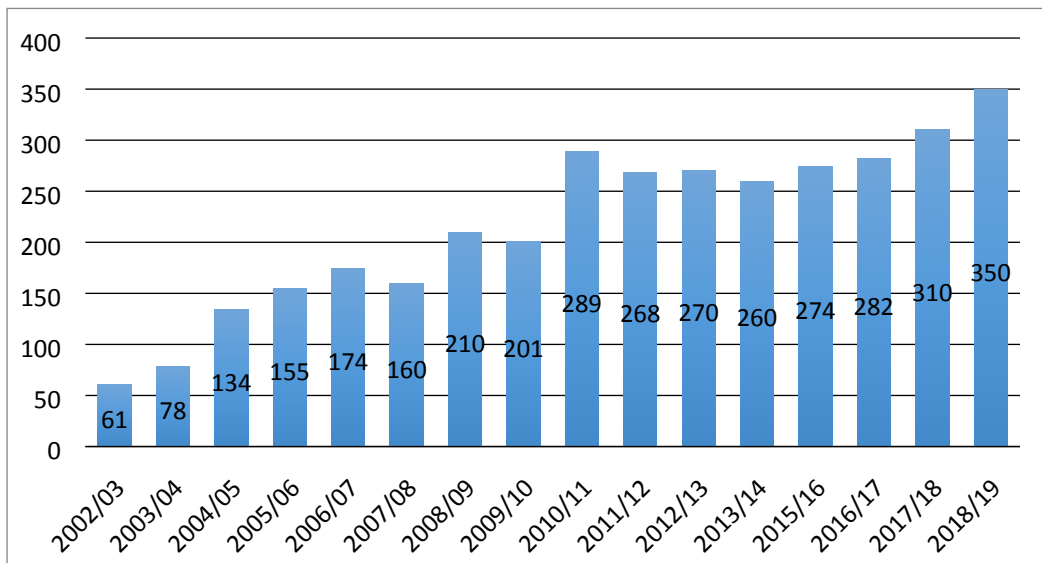
- 6.1. This section will look at the delivery and performance of adaptations and grants by PHS, in terms of distribution of grants, outputs, performance and local key performance indicators (KPIs).
- 6.2. Acolaid is the software management system used by PHS to provide analytics for monitoring delivery of the service and the performance life-cycle. Information is collected from multiple sources and turned into performance data, which is then used to provide insight and intelligence. The system helps to track important metrics around outputs, costs, trends, individual performance etc. It records team and individual performance data, which is presented as a dashboard and uses a traffic lights system to highlight alerts. It is a system that works well for the service and is used to effectively aid monitoring and decision making by the Head of Service and team managers.
- 6.3. In order to make sure that major adaptation progress in a timely manner KPIs are set for parts of the process that the services has control over. It must be remembered that most adaptations are provided for vulnerable and/or elderly residents and that the building works will be to some degree disruptive. The provision of adaptations also means that these residents have to be guided through an element of change. So whilst every effort is made to make sure that schemes progress as quickly as possible the needs of the residents are also taken into consideration.
- 6.4. **Table 2** below shows a list of the current KPIs for DFGs and SWGs used by the grants and adaptation service to monitor performance. As this report has been prepared before the end of the year 2018/19 the data relates to full year statistics for the year 2017/18. It shows the average working days to complete various tasks in the progression of a grant.

Table 2: Performance Indicators

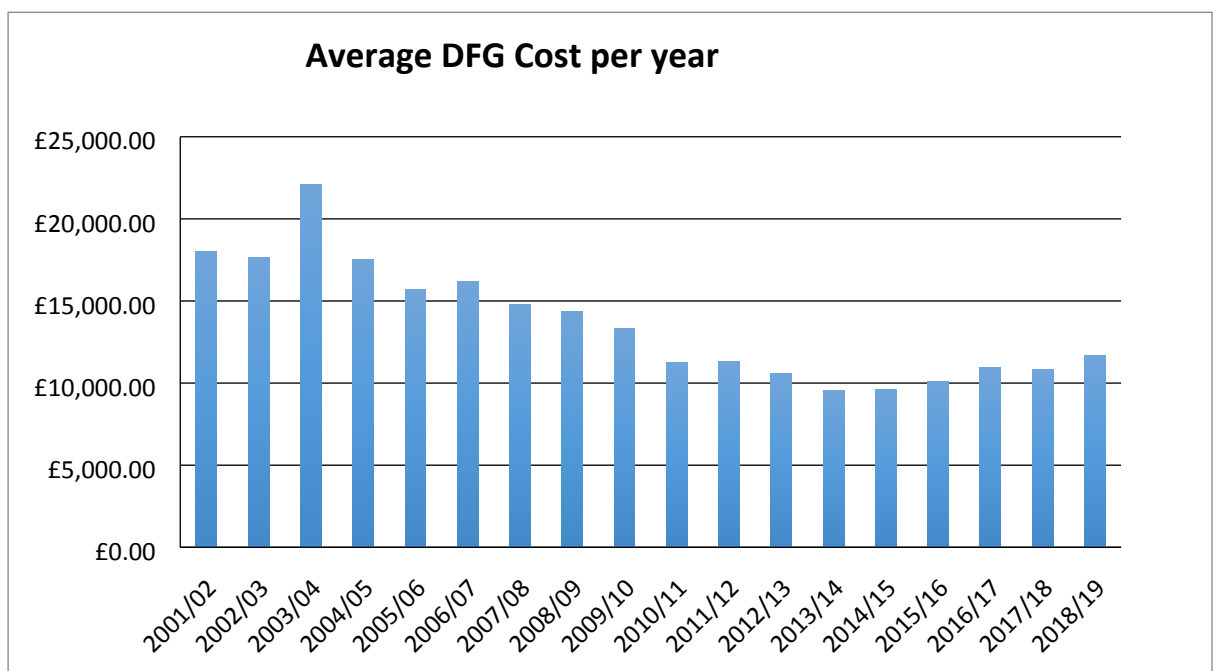
Performance Indicator	Target (Working days)	Actual (Working days)
PI 1 – DFG - Time taken from referral received to being allocated to an officer.	10	20
PI 2 – DFG - Time taken from being allocation to an officer to application form being completed.	15	21
PI 3 – DFG - Time taken from form being completed to means test being completed	15	11
PI 4 – Time taken from a DFG being allocated to a surveyor to the survey being completed.	14	12
PI 5 – DFG - Time taken from survey being done to the completion of the specification and plans.	14	12
PI 6 – DFG - Time taken from completion of the specification and plans to sending to tender.	4	2
PI 8 – DFG Time taken from tenders being returned to Surveyor to case forwarded for grant approval	4	13
PI 1 – SWG - Overall time taken for the administration of an urgent SWG	10	5
PI 2 – SWG - Overall processing times for agency SWG's for surveyor from receiving the enquiry to inspection	30	13
PI 3 – SWG - From Survey to approval for agency cases in working days	20	31

- 6.5. PHS places high importance on obtaining feedback from customers after the completion of DFG and SWG work. Each customer is contacted via telephone by the Grants Team and asked to complete a 13-point customer satisfaction survey. Questions cover 3 areas – communications, customer care and speed of service. Attached as **Appendix 1** are the responses to the survey from 1-January 2018 to 20-February 2019 and these capture a response rate of 10%.
- 6.6. As can be seen in the results, well over 95% of residents receiving DFGs and/or SWGs are very satisfied/satisfied with the service. Work is on-going to improve the overall percentage of respondents who take part in the survey.
- 6.7. An example of how PHS systematically listens to customers and responds to feedback is that evidence suggested that people were often delaying making vital changes to their homes because of the clinical appearance of many adaptations and their association with vulnerability and loss of independence. Taking this into account, Brent has now expanded the choice and quality of its provision, with a range of fixtures and fittings now offered to customers that are appropriate for a modern setting.
- 6.8. The following part of this section looks at the performance for the delivery of DFG over the years for various elements. The data is compiled from information held in Acolaid. **Graph 1** below shows DFG and major adaptations completions over a 15-year period.

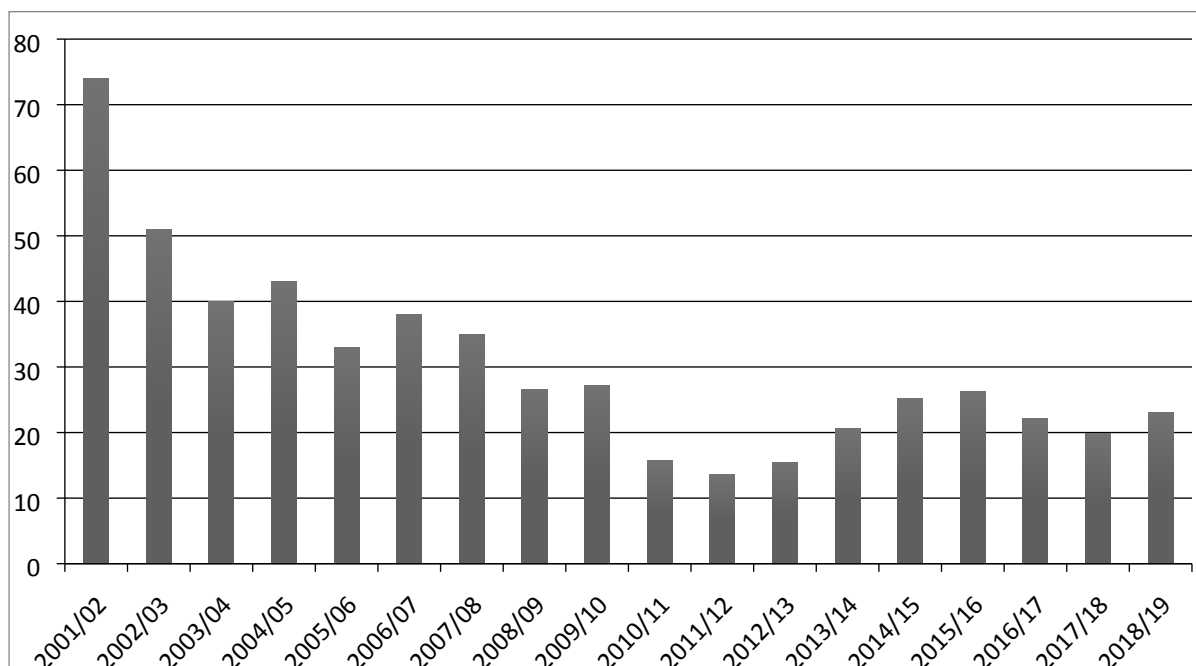
Graph 1: DFG/Major Adapts. Completions per year



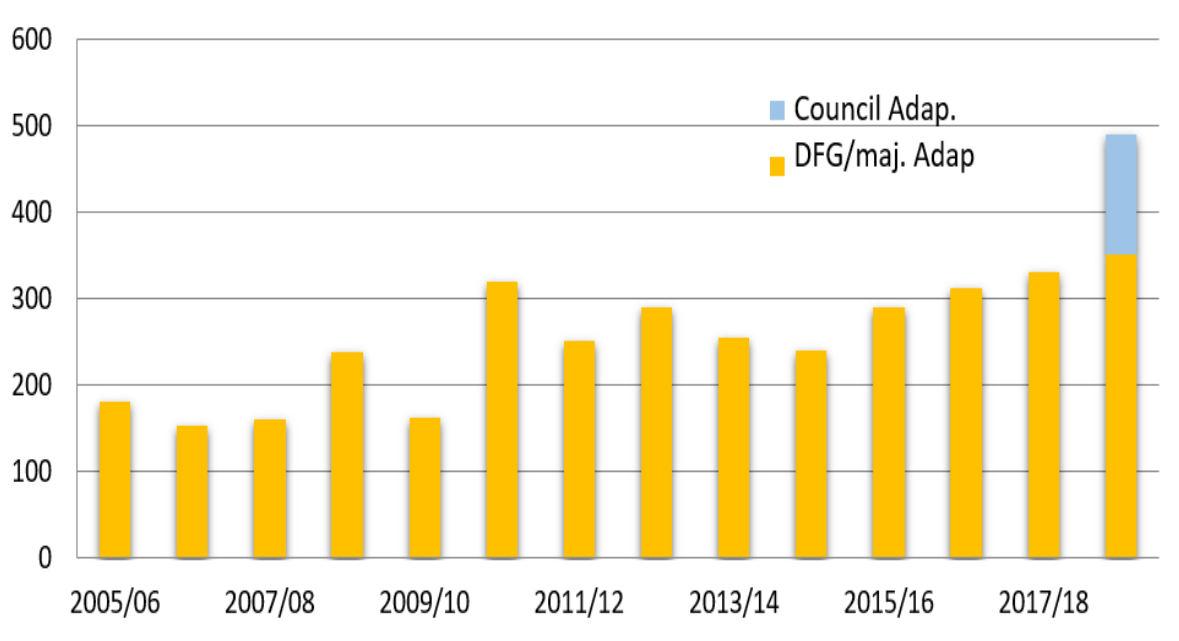
Graph 2: Average costs of DFGs per year



Graph 3: Average time in weeks for processing a DFG/major adaptation to point of grant approval

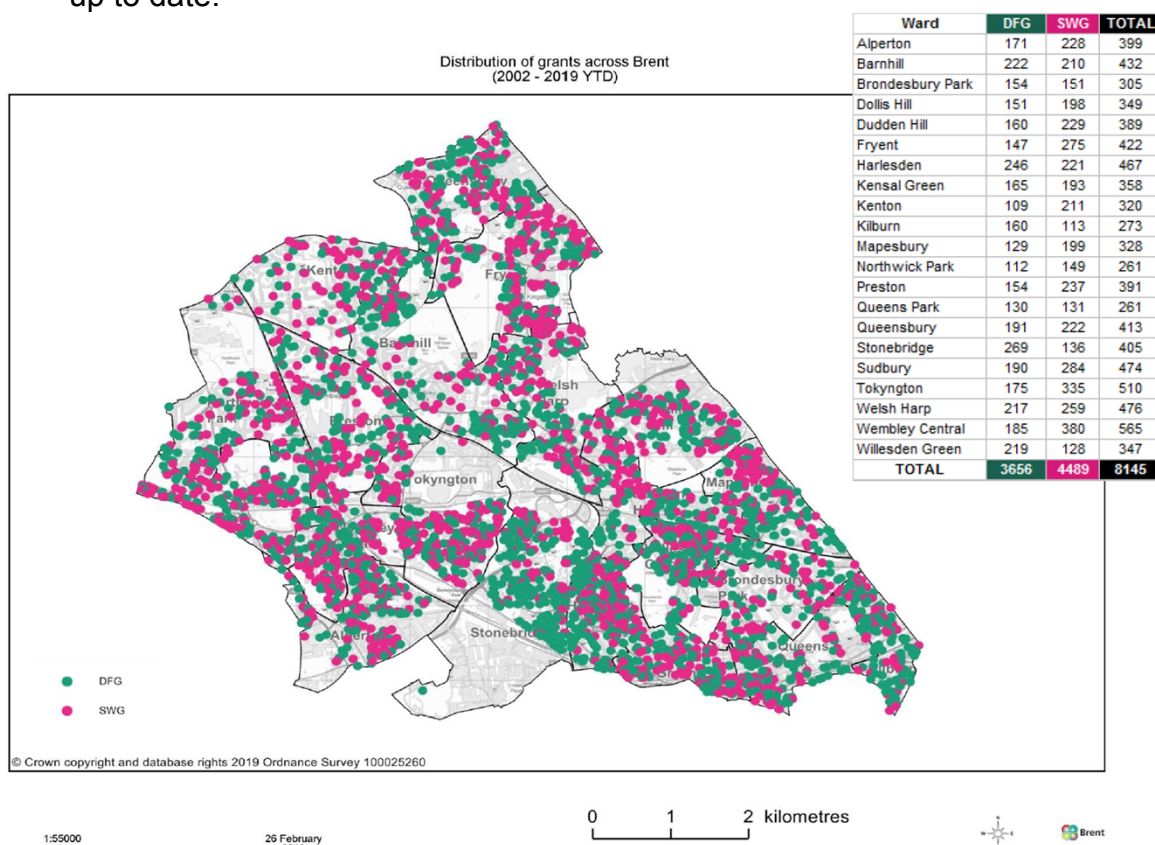


Graph 4: DFG/Major Adaptations Approved per year



6.9. **Map 1** below shows the distribution of DFG and SWG grants across the borough. This information maps the position and quantity of these grants across wards since 2002 and shows a relatively even distribution of grants

across the borough. Appendix 2 shows a more detailed breakdown per year up to date.



7.0. Demand and Impact

- 7.1. A key recommendation from the 2016 OBR report was to expand the number of people who could assess need and make recommendations for equipment and adaptations. PHS now has a cohort of qualified level 4 Trusted Assessors, who are accredited by the Open College Network. PHS intends to expand the number of assessors in 2019.
- 7.2. It is too early to accurately predict the demand for and impact of Brent's new service offer, as a comprehensive data set will not be available until mid-year. It is predicted that with the new changes introduced that there will be a higher demand for major adaptations. An analysis and review will be carried out to identify the cost benefits of this provision later in the year. Early indicators from initial analysis show an increase take up of major adaptations, and good take up for new Acute Handy Person Assistance Service, with 24 cases being dealt with between December 2018 and February 2019.
- 7.3. There are no existing national measures or methodology for easily collating and measuring data, so we are designing our own Brent specific assessment and monitoring criteria. Brent also has the potential to work with Northumbria University in 2019, as part of a national study to evaluate impact. This participation will be dependent on the success of the University's application for funding to MHCLG.

- 7.4. In January, PHS started to gather more comprehensive information from its customers. The Adaptations Board has identified that the service (and linked services) needed to develop a new model to improve how the impact of what is done is reviewed. In collaboration with the Community and Well-Being Performance, Insight and Improvement team, PHS have designed a prototype Survey for tenants and residents (STAR) questionnaire. This is a tool which gathers feedback from clients and carers about their overall well-being, both before adaptations have been carried out, and then after completion. Questions asked are more depth than those asked in the customer satisfaction survey, and focus on areas such as changes in psychological wellbeing, safety, support with personal care, impact on carers and changes in mobility. An outline of the process being used to test the new model is outlined below in **Table 3**.

Table 3: STAR/Wellbeing Process

Surveyors	• Comr
PHS Grants Team	• Comr
ASC/CYP social workers	• If the quest

- 7.5. As part of the above process, Brent will also be assessing the impact of the adaptations on the future requirement for care and support which is provided by ASC and CYP. The purpose of this is to investigate if the adaptations have made sufficient change and improvements to peoples' ability to be more confident and independent. If this is found to be the case, then a social worker (or designated representative) will review existing care packages to see if support levels can be reduced, and thus savings made to Brent care associated budgets overall.
- 7.6. It is expected that the Adaptations Board will have preliminary results from the prototype review model and any impact it has to potential savings realised in June 2019
- 7.7. In 2016-17, 86% of referrals into PHS for support came from ASC's Occupational Therapists, even though the vast majority of our cases are not complex. PHS and ASC are working to change this as part of our widening approach, and have developed and encouraged new referral routes. Early evidence shows that there has been a rise in referrals for adaptations and the new Acute Handyperson Assistance Service directly from STARRS (short-term assessment, rehabilitation and reablement service), ASC social workers, the ASC duty team and acute and step down wards.
- 7.8. Adaptations for children are both critical and in most cases complex, but are a very low contributor to demand and therefore not going to be critical on how future referral pathways are developed.

- 7.9. The main way that referral pathways have been broadened is through a new on-line portal and referral form for use by all relevant health and social care professionals, enabling them to make a referral to PHS directly. Referrers are not expected to necessarily know about the intricacies of various grants and services, but need to know that we are the “go to” service for the provision of adaptations, and that we can make a quick decision on what, if any, support is available. The online, dynamic, self-assessment is based upon the variable that will establish whether a referral can be directed straight to PHS or needs to go to ASC for an assessment. PHS will make this initial assessment in the first instance. The benefits of this will be quicker access to adaptation services, reduced pressures on ASC resources and valuable Occupational Therapist (OT) time.
- 7.10. Figures for this year show that there has been a slow shift towards PHS receiving referrals from other sources, but there is a small increase in NHS referrals for major and minor adaptations and assistance. The most significant change has been the shift towards NHS discharge teams, OTs and other therapists making referrals for the Acute Handyperson Assistance Service.
- 7.11. This increase can be directly attributed to the work that is being done by PHS as part of its Phase 1 of the PHS communications plan where to date, PHS have presented to over 220 internal and external practitioners to raise awareness of the new grants and services. These have included several presentations to partners in London West NHS hospitals to extend the reach in this area.
- 7.12. As PHS moves towards less silo working and greater interaction with the work of other parts of the Council and the NHS, it is expected that savings will result. Facilitating independent living at home, without the need for a stay in hospital or move into step-down accommodation, cuts costs and provides real value for money and improves the customers’ overall experience.
- 7.13. In Brent, an average residential home placement costs the Council £27k. Data from November 2018 London North Western Healthcare Trust SITREPs (verified by Brent’s Hospital Discharge Team) attributes 11.5% of delays in hospital discharge to community equipment/adaptations - which equates to an average of 8 days delayed discharge. Therefore, working closely with Adult and Children’s social care as well as Brent’s NHS partners is vital to driving continuous improvements for residents and realising whole systems savings across Brent.
- 7.14. PHS is working with partners in social care and health to integrate adaptations into a resident’s care, and design an improved approach to integrated care which will lead to a more person-centred, coordinated approach, with improved outcomes for individuals. This new multi-disciplinary approach, with areas interacting more coherently, will deliver more effective support and provide better value from public spending. Grants and adaptation services are aligned more closely with initiatives, particularly from ASC and its health partners, and are contributing towards Brent’s wider aim of meeting people’s needs more comprehensively, seamlessly and cheaply.

- 7.15. A good example of improved integrated working with the NHS and ASC are two new services the new Acute Hospital Discharge Assistance Service and the linked Acute Handyperson Assistance Service. These services are showing positive early signs of increased support for a patient centred older people's care pathway, seeing reduced delays in hospital discharge and improving the overall patient experience.
- 7.16. PHS is working directly with Brent's Hospital Discharge Team, Home First and NHS ward discharge teams to fast track the quick, efficient and safe return home of a patient. Through our on-line referral mechanism, we can respond quickly to requests to carry out minor repairs and adaptations which will enable the patient to move back into a safe home. Below in **Table 4** are three short examples of how this system has worked well over the winter crisis period to reduced hospital stays and prevent re-admissions.

Table 4: Impact of the Acute Handyperson Assistance Service

Assisting fast track discharge from Hospital

Within two days of receiving a referral from the Northwick Park Hospital discharge team the patient, Mrs Shah, discharged from hospital. Before her arrival home our Handyperson had set up a micro-environment in her lounge to enable her to move around safely. Space was made to make room for a hospital bed, and contractors engaged to move old furniture away.

The total savings to the NHS for this supported discharge from hospital are estimated at £2,100, whilst the actual cost to PHS for delivering this support was just £182.50 (including the use of contractors).

Making the home environment safe Mrs Leyland was referred by her social worker, using our new on-line referral form. She was ready to be discharged from Paddington hospital. She was elderly and vulnerable and her medical needs required small changes be made in order to enable her to continue to live in her property. After discussing options with Mrs Leyland and her social worker the Handyperson created a single level sleeping environment by moving her bed and a new commode into the lounge area.

The total savings to the CCG/Brent for preventing the estimated need for 10 days step-down accommodation was £1,030 and the actual cost to PHS for delivering this support was £50.00

Preventing Hospital re-admission

Mrs Kumar is an elderly resident with restricted mobility, who uses a roller (Zimmer frame) to move safely around her home. Her flat had thick, wide wooden carpet dividers in every doorway, meaning that each time she moved between rooms she had to lift her roller up and over the frames. Her carer referred her directly to us, as he was concerned that this presented a trip/fall hazard, making her at risk of re-admission into hospital. Our Handyperson responded quickly making the floor flat

and safe, and carrying out other minor work, such as re-positioning a bathroom towel rail.

If Mrs Kumar had returned to hospital for 7 days, the cost would have been £2,100, and the actual cost for delivering this service was £75 to PHS

- 7.17. These interventions have been invaluable in getting people home quickly, thus avoiding costs for Brent, the CCG and local hospitals. A detailed evaluation of the financial and wellbeing evaluation of the service will be carried out towards the end of 2019 when the service has become more established.
- 7.18. These new services support the Winter Pressure Funding Plan, which is submitted to demonstrate how Brent is making best use of additional Government funds that were allocated to ease bed-blocking. PHS now meets regularly with Hospital Discharge/Home First colleagues to review challenges and look at how improvements can be made going forward. They are also actively promoting our services within the NHS.
- 7.19 The Adaptations Project Board has representation from integrated care and children's and adult social care. It will continue to provide oversight on how best to ensure that each service area interacts, and provides a holistic approach to integrated care for Brent residents.

8.0 Measuring Impact and Whole System Savings

- 8.1. In addition to the STAR/well-being prototype and resulting care plan reviews that were previously mentioned, PHS is also working closely with the Community Wellbeing Performance Insight and Improvement team to begin measuring the wider system savings that are made from the grants and adaptations Brent provides.
- 8.2. In the longer term, a model will be developed which can track how all relevant services can record impact and measure the benefits and savings that are being realised via adaptations. To assist with the development of this model, a bespoke pilot began in January, and its remit includes:
- Ensuring adaptations are speedy, facilitating independence and risk free living at home as early as possible
 - Reviewing savings in the cost of care packages, as less care at home is required
 - Making savings in NHS and care costs as hospital stays, re-admission or residential care is reduced
 - Improving Housing supply and reduced use of temporary accommodation
 - Making sure we are providing the right types of service
- 8.3. A list of the grants and the metrics that will be used to measure impact is shown in **Appendix 3**
- 8.4. Service areas will work collaboratively during the review process to maximise what we learn from the impact of services and the measurement and review

against shared metrics. The pilot's early findings will be reviewed in June by the Adaptations Board.

9.0 Good Practice

- 9.1. Brent's provision is seen by many as being ahead of the game, as much provision across the country can be variable. In a report from the Centre for Ageing Better, 'Adapting for Ageing', which was jointly published with Care & Repair England (Oct 2018), Brent was cited as an 'exemplar locality', particularly for its range of discretionary/ DFG related provision. Brent was shown to demonstrate good Local authority policy or practice in 9 of the 11 indicators selected in the report. We continue to work closely with Foundations, the National Body for Home Improvement Agencies to disseminate good practice.

10.0 Future Plans and Timescales

- 10.1. Following on from the successful Phase 1 communication and awareness roll-out to partners, which was launched in December, PHS will roll out Phase 2 in April. The focus of this communication plan will be on with on CCG partners, including GPs and care navigators. As with Phase 1, Phase 2 will become part of the 'Making Every Contact Count' offering.
- 10.2. Discussions will continue with all our internal partners to embed our approach to joint working. PHS will look to explore new ways of working, including joint-assessments, expansion of the number of qualified trusted assessors and begin to explore opportunities for developing the use of assistive technology in the home.
- 10.3. PHS's future strategy is set in the context Building a Better Brent between now and 2023. PHS will set annual priorities for the grants and adaptations service against the 5 key themes. All strategies, policies and plans will contribute to the shared goals and vision for Brent and towards finding yet more innovative ways to improve the lives of all residents.
- 10.4. Brent will strive to continue to be seen as an exemplar local authority in the area of grants and adaptations. The Council will continue to engage with national partners, such as Foundations and the Centre for Ageing, to contribute towards continuous improvements and work towards developing policy, standards and innovation that can be suited to Brent.
- 10.5. As our new products and services were only launched in late 2018, demand is difficult to predict. By the end of the first half of the 2019-20 financial year, it is expected that PHS and its internal partners will be in a position to accurately review the impact, and associated value for money benefits of its expanded service offer. This will enable Brent to develop a strategic approach to demand and, if necessary, a further refinement of its operating model. If, however, the demand for the new grants and products is greater than anticipated the Council could consider a range of options, such as applying for additional funding from

the Ministry of Housing Communities and Local Government and/or seeking further finance from the Capital allocation to meet increased or devising new criteria to manage demand within the funding available.

- 10.6. By August 2019 Brent will be in a position to disseminate the early findings from the pilot review process which is prototyping a new model for reviewing impact and looking at wider system savings. This will inform what model we use for reviewing impact and making savings.
- 10.7. PHS will continue to integrate with social care and health partners the delivery of speedy adaptations for independent living and work which assists hospital discharge. The service will also continue to develop work with other service areas to discourage silo working and continue with the aim of being the 'one-stop shop'. Areas PHS are aligning with include Environment Health, Housing Needs, and the ASC Duty team. This will help to ensure that services are closely connected and that overall customer interaction with the Council continues to improve.

11.0 Financial Implications

- 11.1. In acknowledgement of the overall cost benefits of disabled adaptations and housing support services, the Government have significantly increased the amount of this funding given nationally to Local Authorities. Funding has risen from £220m in 2012-13 to £394m in 2016-17 and £431m in 2017-18, and it is set to reach £468m in 2018-19 and £505m in 2019/20.
- 11.2. In 2017-18 Brent's Better Care Fund DFG allocation was increased to £3.9m. On the 1 December 2017 a further non-recurrent £421k DFG funding was allocated to Brent following the Chancellor's Autumn Budget announcement of additional £42m of capital funding for DFG in 2017-18 for local authorities in England. Brent's DFG allocation in 2018/19 was £4.3m. A further non-recurrent funding was allocated of £552k.
- 11.3. Spending for DFGs in 2017-18 was £3.4m and for SWGs spend approximately £300k. The projected spend for the service for 2018-19 is £4.9m combined for major adaptations and SWGs with a further £1.1m from the Housing Revenue Assistance budget for adaptations on Council properties.
- 11.4. The scale of Brent's provision is now largest in London. The continued year-on-year increase in funding resources from the Government has supported the introduction of these new products and an extension of Brent's reach to more residents.
- 11.5. The new services recognise the benefits of early housing adaptations as a means to facilitate people staying in their own homes for longer, and can delay the need to move into residential care. This cost avoidance produces savings for Brent and its partners. For example, an average Residential home placement in Brent costs the Council, on average, £27k per year, whereas the average cost of a DFG last year was £11k.

12.0 Legal Implications

- 12.1 Mandatory Disabled Facilities Grants (DFGs) are available for essential adaptations to give disabled people better freedom of movement into and around their homes, and are issued subject to a means test. The provisions governing mandatory Disabled Facilities Grant (DFG) is set out the Housing Grants, Construction and Regeneration Act 1996 ("the 1996 Act").
- 12.2 Further sources of assistance can be made available to vulnerable and disabled people in Brent to improve their independence and well-being. Article 3 of the Regulatory Reform (Housing Assistance) (England and Wales) Order 2002 has given powers to local authorities to give discretionary assistance in any form to any person for the purpose of acquiring or demolishing housing accommodation, repairing, improving, extending, converting or adapting housing accommodation. There is no restriction on the amount of the discretionary assistance that local authorities may provide. Discretionary assistance may be given in addition, or as an alternative to a mandatory Discretionary Facilities Grant. The Council may take any form of security, including a charge on any property, for the whole or part of the assistance given for housing adaptations or other forms of assistance. The Cabinet approved the Council's updated and amended Private Housing Assistance Policy in June 2018.
- 12.3 A disabled person may be entitled to assistance and services, including specifically aids and adaptations, which local authorities are under a duty to provide under the Care Act 2014 ("the Care Act"), regardless of whether or not a disabled facilities grant is available. Section 3(1) of the Care Act places a duty on local authorities to carry out their care and support services with the aim of integrating those services with local NHS and other health services. Section 6(1) of the 2014 Act requires local authorities and their relevant partners to co-operate in exercising their respective care and support functions. Section 7(1) of the 2014 Act supplements this general duty with a duty to co-operate in specific cases where an individual has care and support needs.

Report sign off:

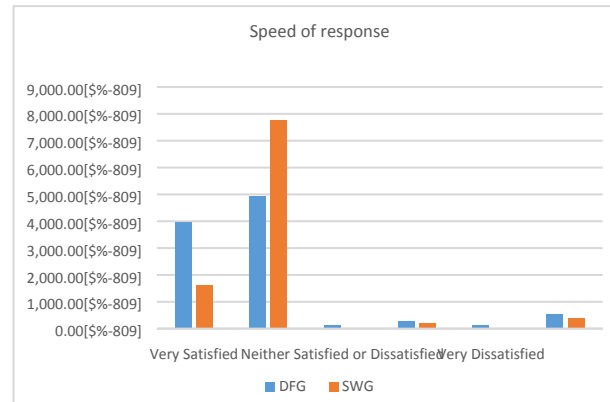
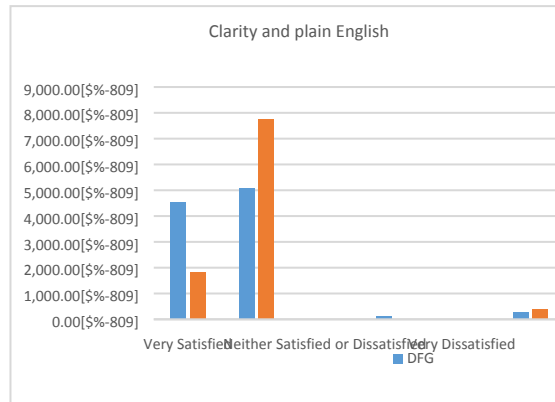
PHIL PORTER

Strategic Director of Community
Wellbeing

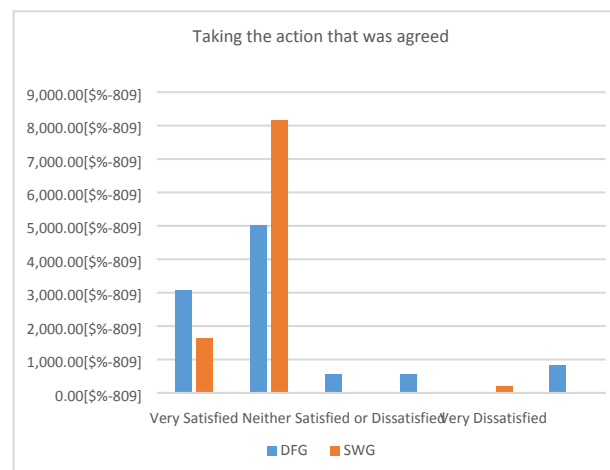
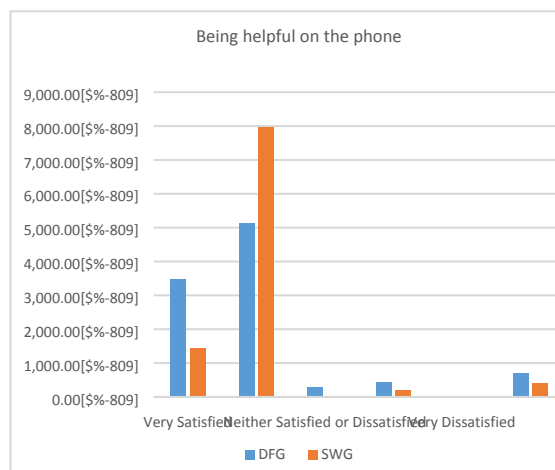
Appendix 1: Customer Satisfaction Survey Feedback

The following are the results of PHS' customer satisfaction survey for grants completed between 1/1/18 till 20/2/18. The survey results relate to 10% of all grants completed over that period of time.

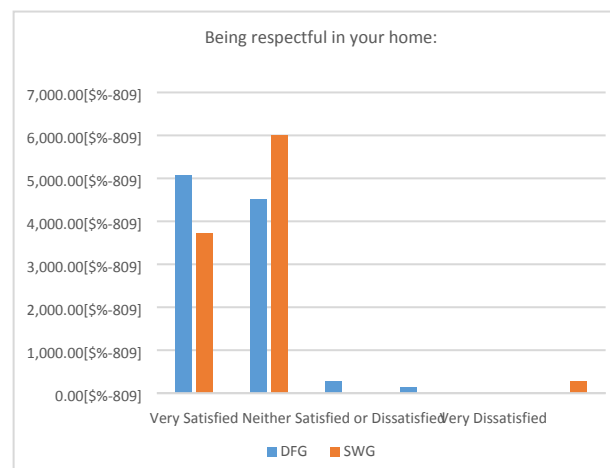
HOW DO YOU RATE PRIVATE HOUSING SERVICES LETTERS IN TERMS OF

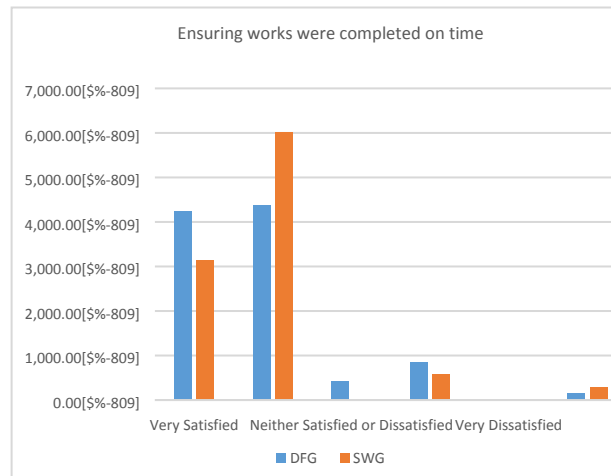
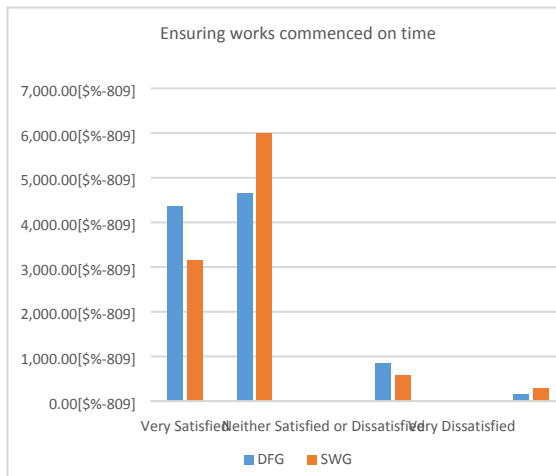
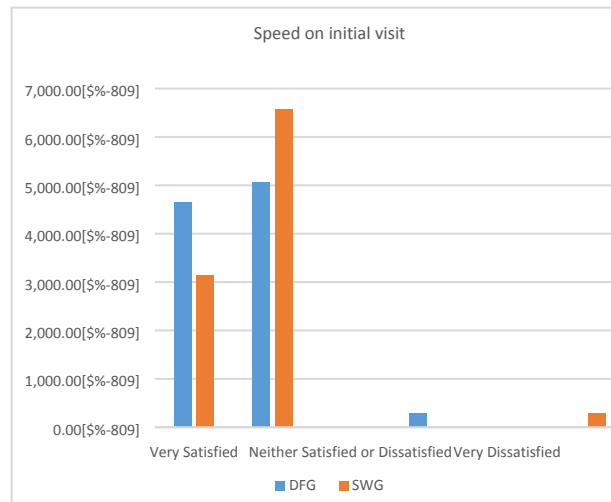
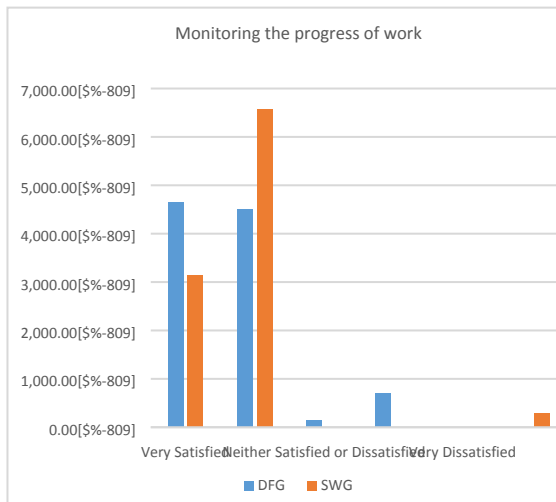
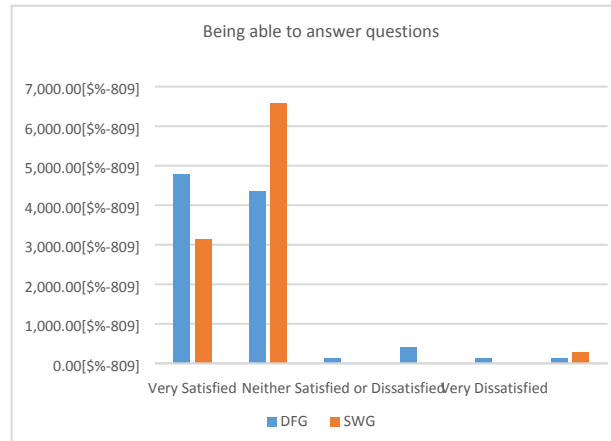
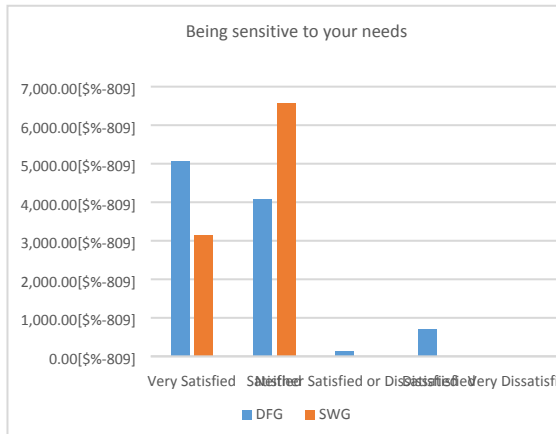


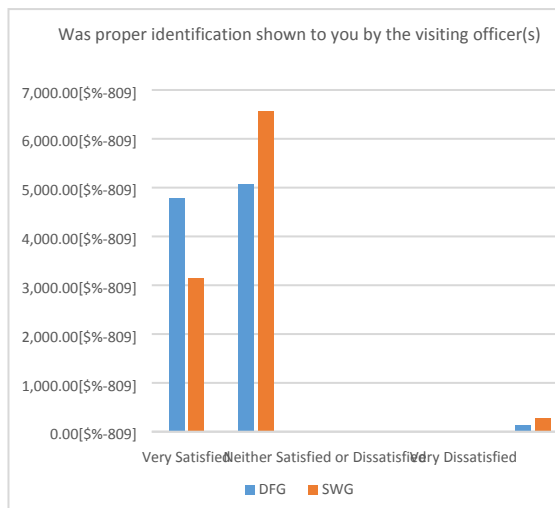
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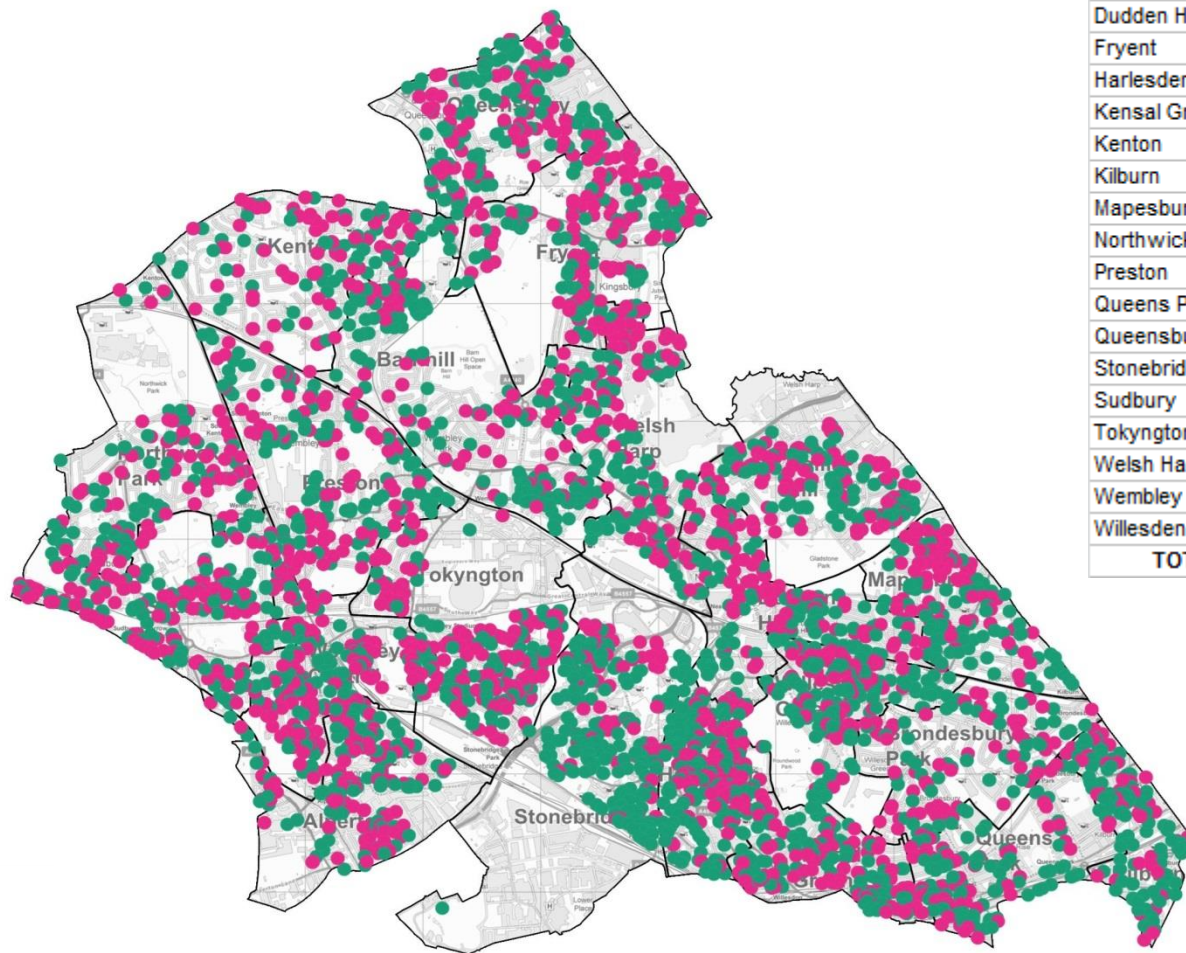
HOW WOULD YOU RATE THE COUNCIL'S VISITING OFFICERS IN TERMS







Distribution of grants across Brent
(2002 - 2019 YTD)



Ward	DFG	SWG	TOTAL
Alperton	171	228	399
Barnhill	222	210	432
Brondesbury Park	154	151	305
Dollis Hill	151	198	349
Dudden Hill	160	229	389
Fryent	147	275	422
Harlesden	246	221	467
Kensal Green	165	193	358
Kenton	109	211	320
Kilburn	160	113	273
Mapesbury	129	199	328
Northwick Park	112	149	261
Preston	154	237	391
Queens Park	130	131	261
Queensbury	191	222	413
Stonebridge	269	136	405
Sudbury	190	284	474
Tokington	175	335	510
Welsh Harp	217	259	476
Wembley Central	185	380	565
Willesden Green	219	128	347
TOTAL	3656	4489	8145

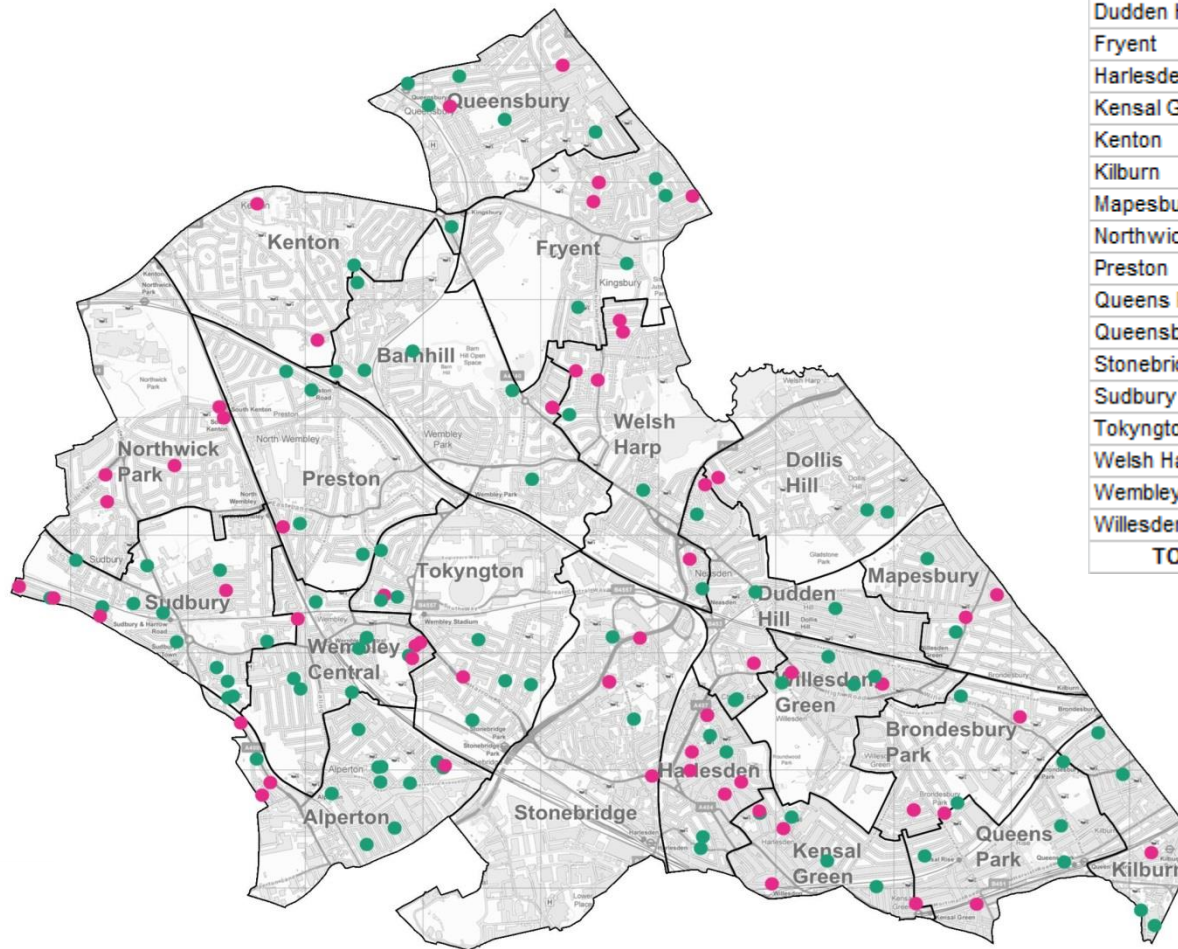
Distribution of grants across Brent 2002



Ward	DFG	SWG	TOTAL
Alpertown	2	0	2
Barnhill	3	0	3
Brondesbury Park	1	0	1
Dollis Hill	2	0	2
Dudden Hill	1	0	1
Fryent	2	0	2
Harlesden	3	0	3
Kensal Green	1	0	1
Kenton	1	0	1
Kilburn	2	0	2
Mapesbury	4	0	4
Northwick Park	1	0	1
Preston	3	0	3
Queens Park	3	0	3
Queensbury	3	0	3
Stonebridge	1	0	1
Sudbury	3	0	3
Tokyngton	0	0	0
Welsh Harp	3	0	3
Wembley Central	4	0	4
Willesden Green	4	0	4
TOTAL	47	0	47

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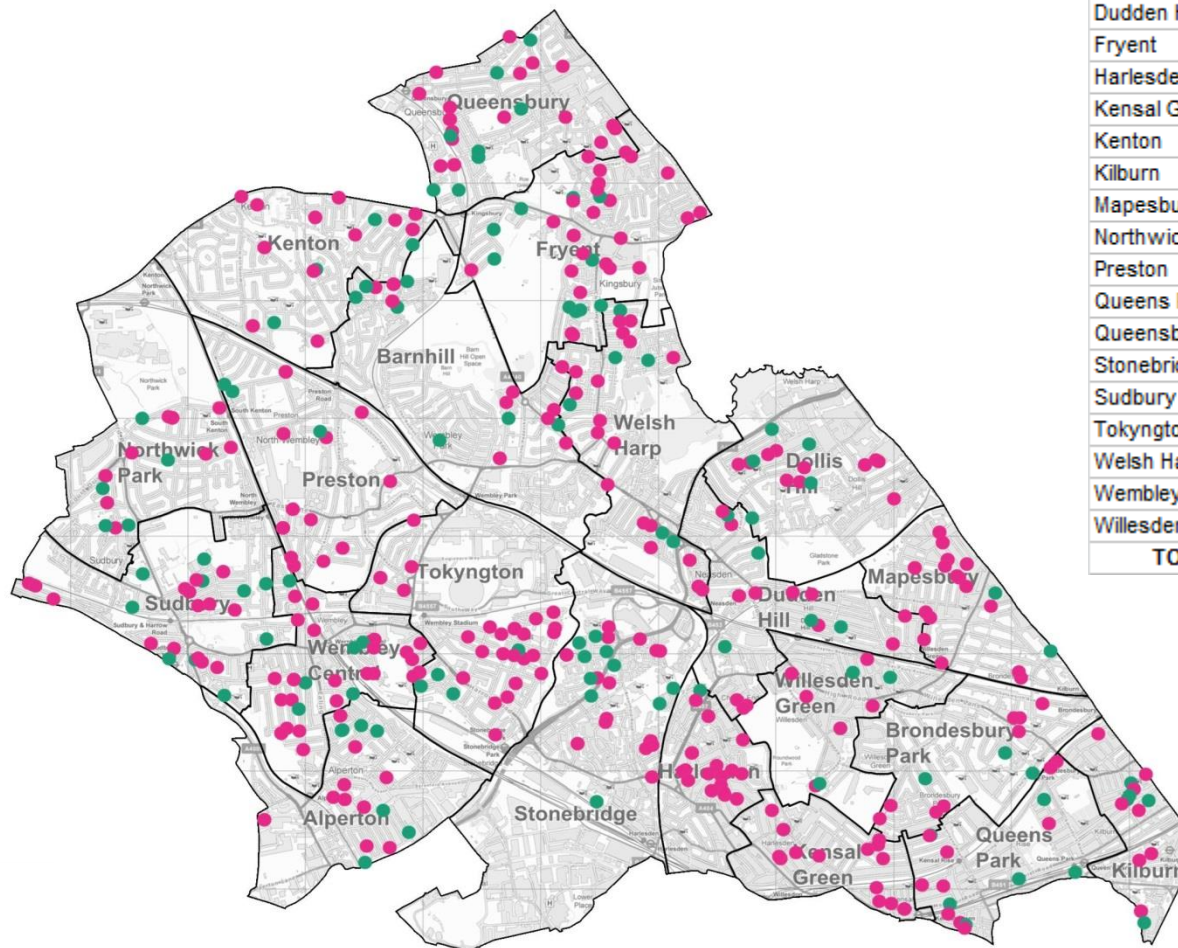
Distribution of grants across Brent 2003



Ward	DFG	SWG	TOTAL
Alperton	12	4	16
Barnhill	6	4	10
Brondesbury Park	2	4	6
Dollis Hill	2	1	3
Dudden Hill	6	2	8
Fryent	4	4	8
Harlesden	4	6	10
Kensal Green	4	3	7
Kenton	2	2	4
Kilburn	4	1	5
Mapesbury	2	2	4
Northwick Park	0	5	5
Preston	4	1	5
Queens Park	4	2	6
Queensbury	5	3	8
Stonebridge	2	4	6
Sudbury	13	5	18
Tokyngton	8	2	10
Welsh Harp	3	5	8
Wembley Central	7	5	12
Willesden Green	4	2	6
TOTAL	98	67	165

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Distribution of grants across Brent 2004

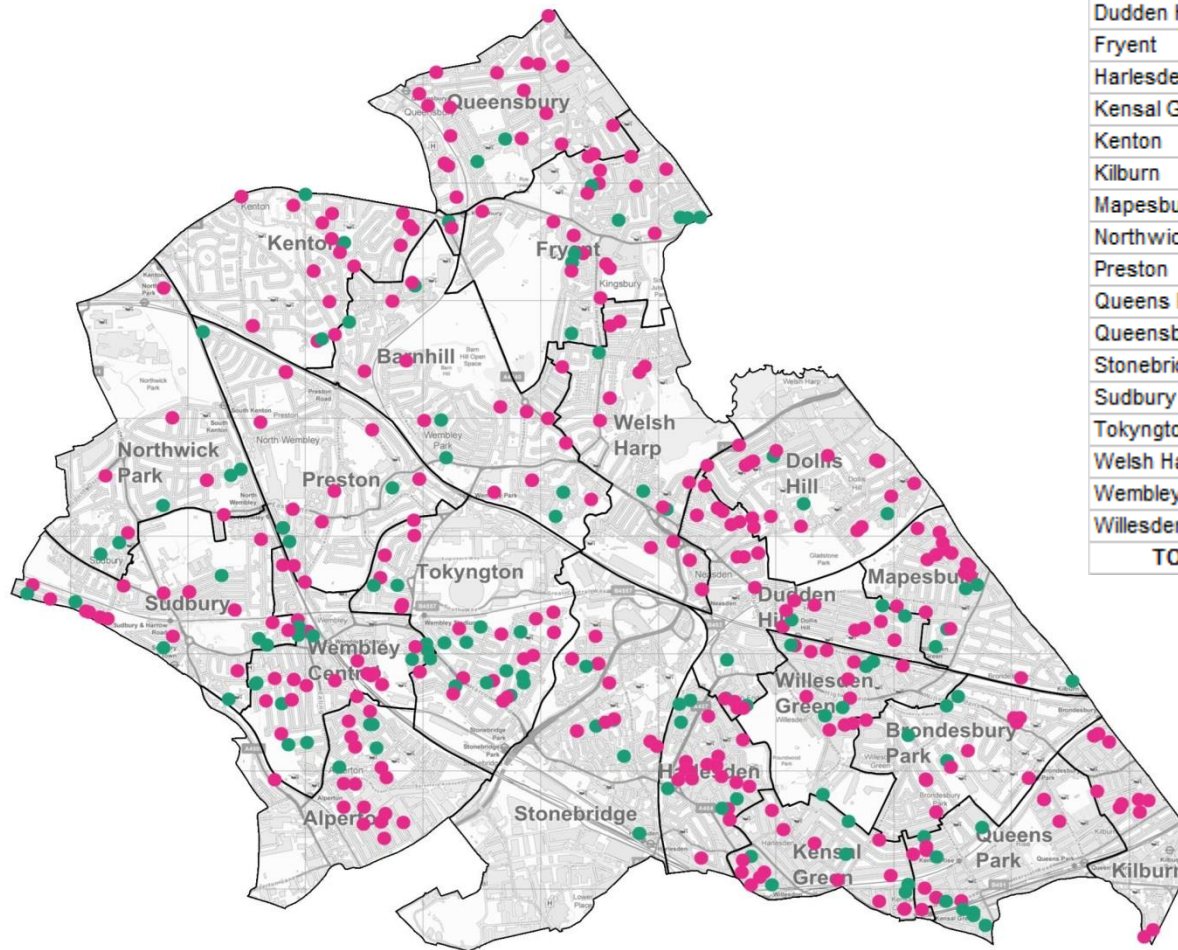


● DFG
● SWG

Ward	DFG	SWG	TOTAL
Alpertion	8	15	23
Barnhill	7	15	22
Brondesbury Park	4	8	12
Dollis Hill	5	14	19
Dudden Hill	5	17	22
Fryent	10	26	36
Harlesden	1	24	25
Kensal Green	2	15	17
Kenton	5	21	26
Kilburn	6	9	15
Mapesbury	2	26	28
Northwick Park	6	14	20
Preston	3	24	27
Queens Park	6	12	18
Queensbury	9	23	32
Stonebridge	10	19	29
Sudbury	13	18	31
Tokyngton	4	36	40
Welsh Harp	8	26	34
Wembley Central	5	34	39
Willesden Green	4	6	10
TOTAL	123	402	525

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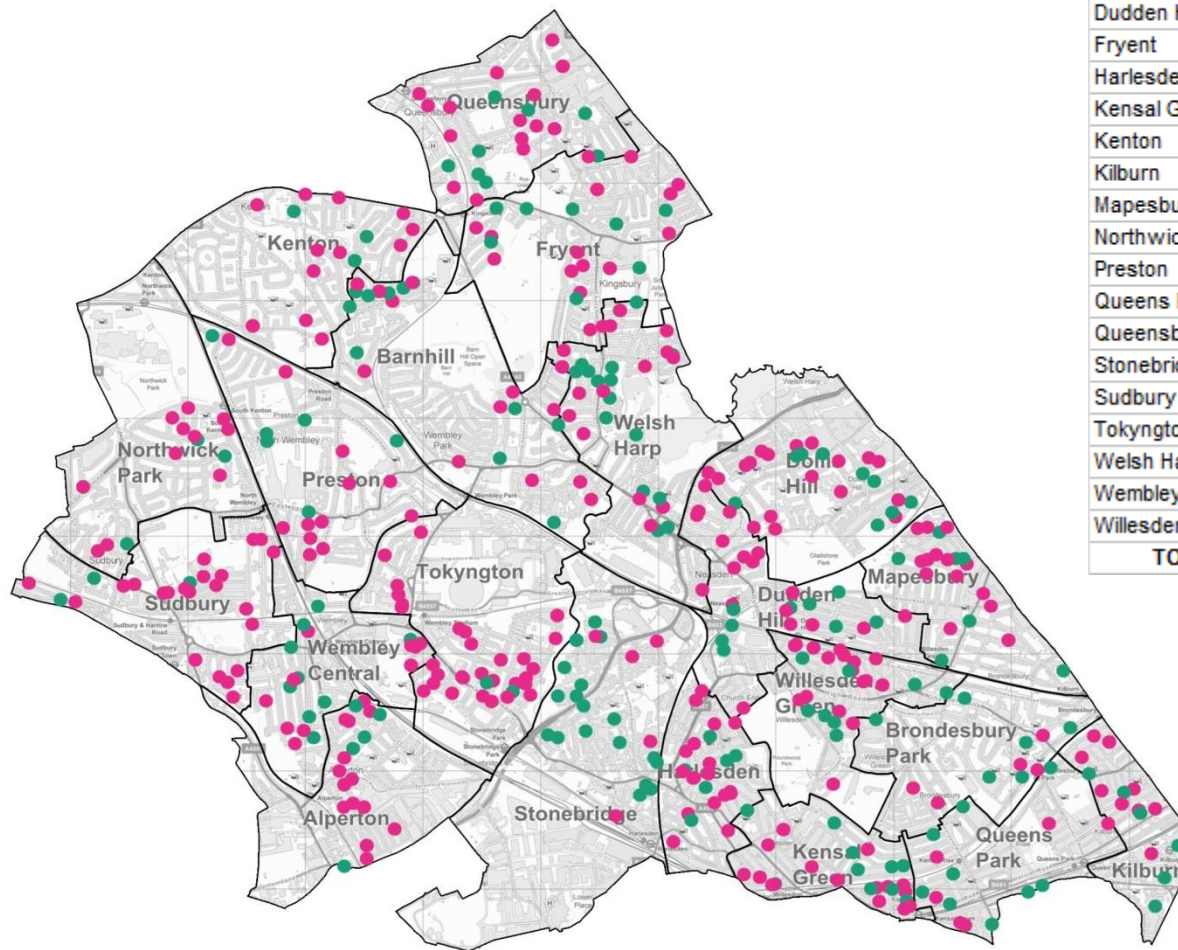
Distribution of grants across Brent 2005



Ward	DFG	SWG	TOTAL
Alperton	4	21	25
Barnhill	6	14	20
Brondesbury Park	4	17	21
Dollis Hill	3	17	20
Dudden Hill	7	30	37
Fryent	8	20	28
Harlesden	8	18	26
Kensal Green	6	17	23
Kenton	5	22	27
Kilburn	0	14	14
Mapesbury	6	20	26
Northwick Park	5	7	12
Preston	6	16	22
Queens Park	9	9	18
Queensbury	2	21	23
Stonebridge	5	13	18
Sudbury	7	17	24
Tokyngton	14	23	37
Welsh Harp	4	18	22
Wembley Central	13	20	33
Willesden Green	7	12	19
TOTAL	129	366	495

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Distribution of grants across Brent 2006

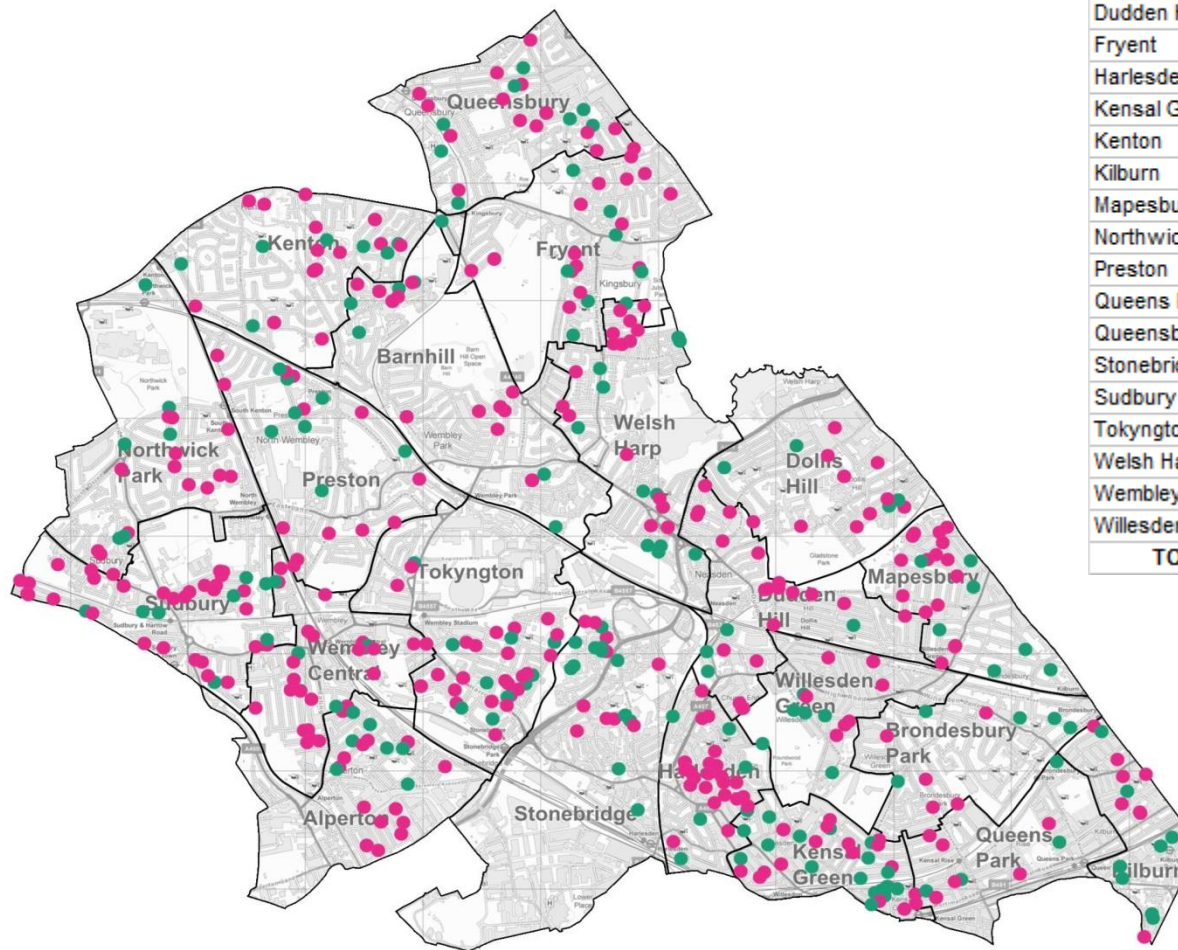


Ward	DFG	SWG	TOTAL
Alperton	7	20	27
Barnhill	12	19	31
Brondesbury Park	7	5	12
Dollis Hill	13	18	31
Dudden Hill	9	24	33
Fryent	9	21	30
Harlesden	6	19	25
Kensal Green	10	19	29
Kenton	3	16	19
Kilburn	8	15	23
Mapesbury	7	16	23
Northwick Park	4	12	16
Preston	6	16	22
Queens Park	10	6	16
Queensbury	9	17	26
Stonebridge	19	5	24
Sudbury	3	27	30
Tokyngton	3	37	40
Welsh Harp	17	25	42
Wembley Central	9	18	27
Willesden Green	10	19	29
TOTAL	181	374	555

● DFG
● SWG

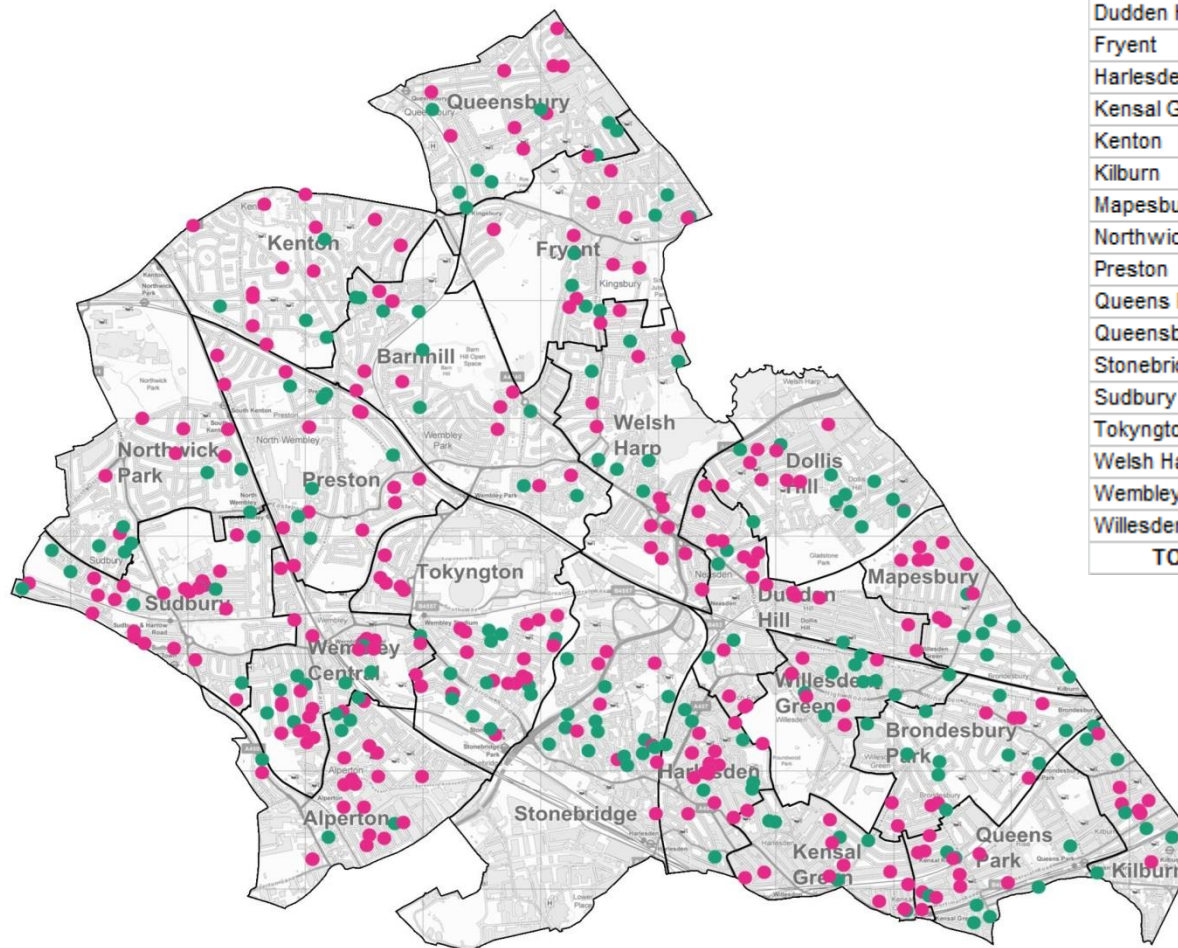
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Distribution of grants across Brent 2007



Ward	DFG	SWG	TOTAL
Alpert	8	21	29
Barnhill	7	28	35
Brondesbury Park	5	5	10
Dollis Hill	4	12	16
Dudden Hill	5	22	27
Fryent	8	22	30
Harlesden	6	28	34
Kensal Green	18	22	40
Kenton	8	21	29
Kilburn	9	9	18
Mapesbury	7	17	24
Northwick Park	7	16	23
Preston	9	16	25
Queens Park	4	11	15
Queensbury	9	20	29
Stonebridge	12	10	22
Sudbury	8	40	48
Tokyngton	10	33	43
Welsh Harp	13	20	33
Wembley Central	7	27	34
Willesden Green	6	9	15
TOTAL	170	409	579

Distribution of grants across Brent 2008

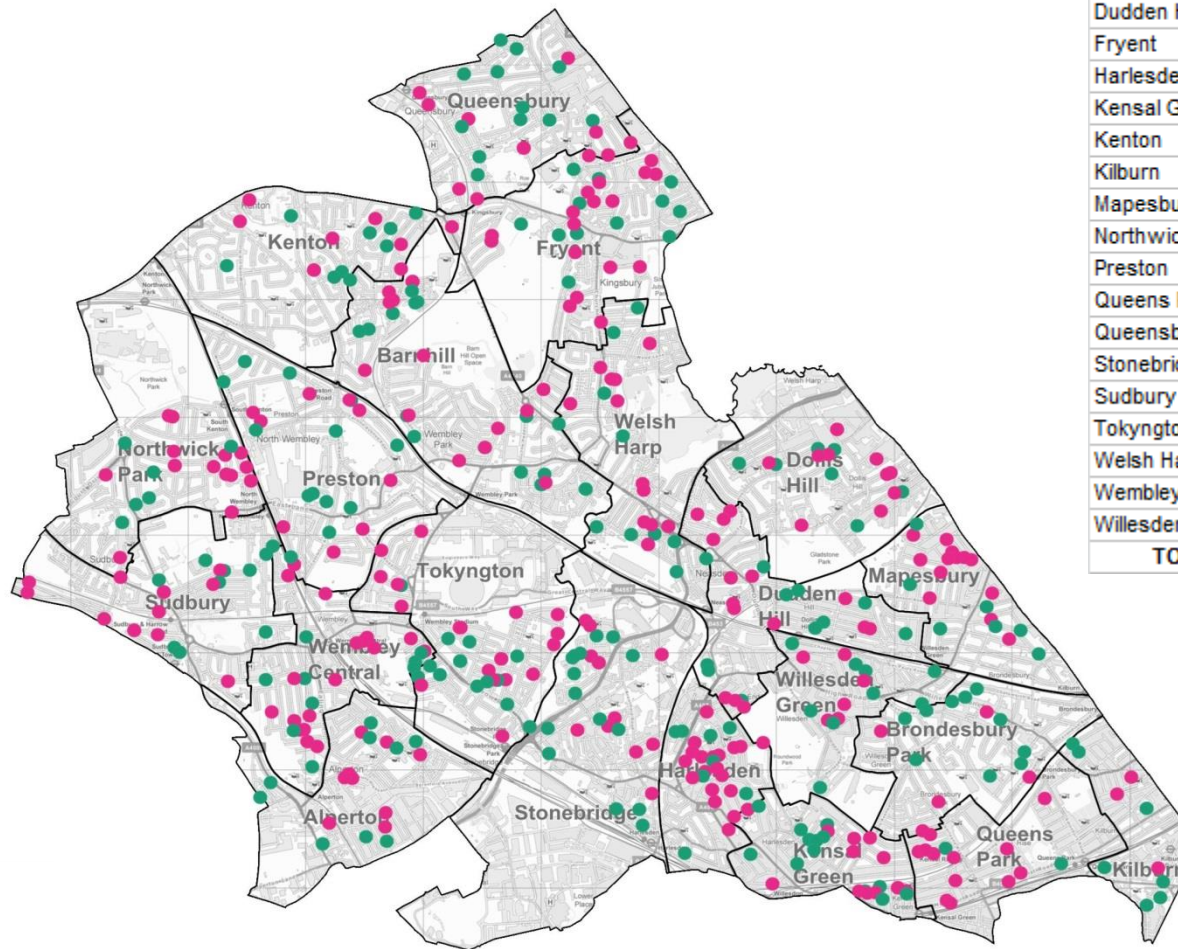


● DFG
● SWG

Ward	DFG	SWG	TOTAL
Alperton	7	22	29
Barnhill	10	17	27
Brondesbury Park	10	9	19
Dollis Hill	13	10	23
Dudden Hill	5	20	25
Fryent	7	16	23
Harlesden	9	19	28
Kensal Green	6	14	20
Kenton	4	16	20
Kilburn	7	13	20
Mapesbury	8	10	18
Northwick Park	7	9	16
Preston	7	18	25
Queens Park	8	11	19
Queensbury	10	14	24
Stonebridge	14	9	23
Sudbury	9	23	32
Tokyngton	12	39	51
Welsh Harp	7	17	24
Wembley Central	9	27	36
Willesden Green	10	8	18
TOTAL	179	341	520

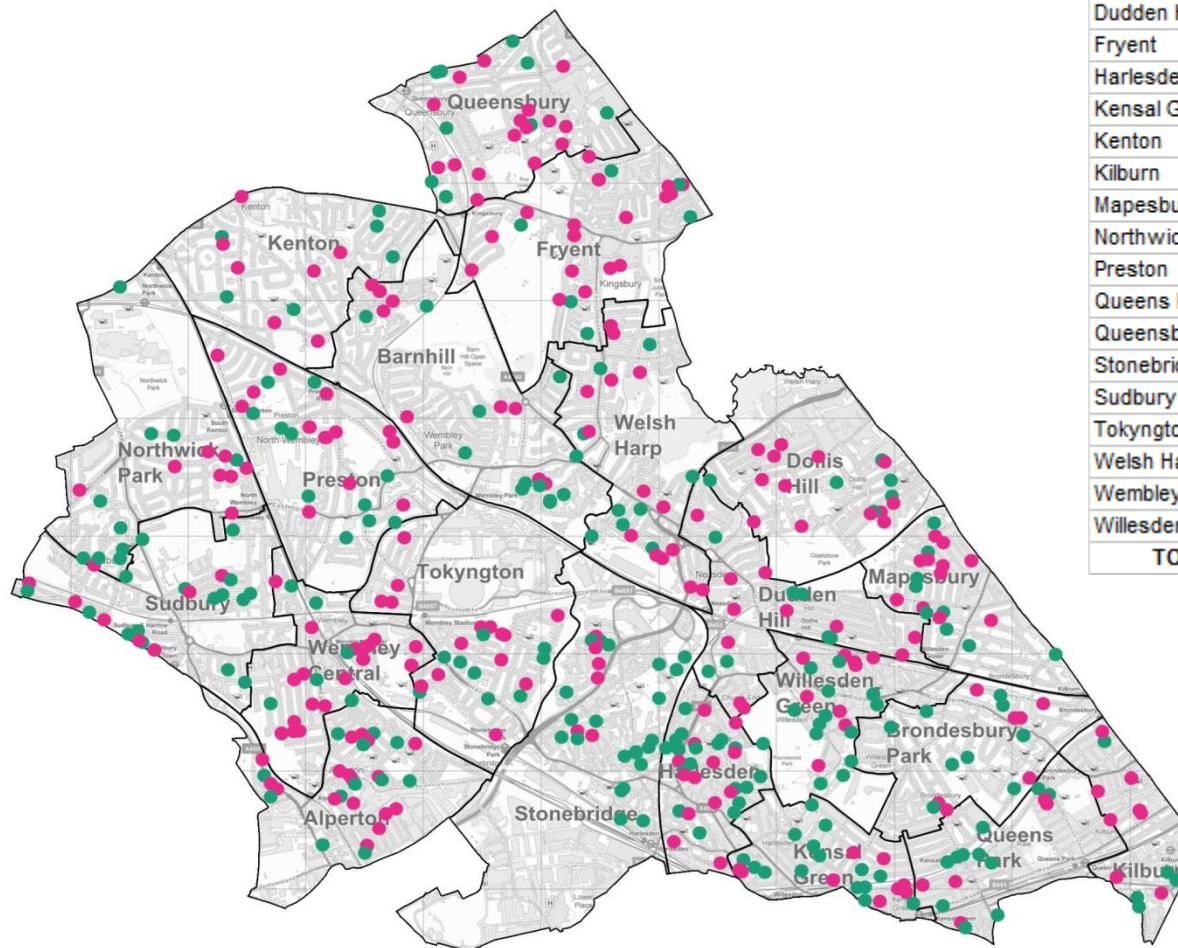
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Distribution of grants across Brent 2009



Ward	DFG	SWG	TOTAL
Alperton	9	10	19
Barnhill	17	18	35
Brondesbury Park	11	5	16
Dollis Hill	7	11	18
Dudden Hill	11	16	27
Fryent	14	20	34
Harlesden	9	20	29
Kensal Green	13	15	28
Kenton	8	9	17
Kilburn	7	3	10
Mapesbury	8	14	22
Northwick Park	6	19	25
Preston	14	10	24
Queens Park	2	14	16
Queensbury	12	14	26
Stonebridge	16	11	27
Sudbury	11	14	25
Tokyngton	16	19	35
Welsh Harp	12	13	25
Wembley Central	9	20	29
Willesden Green	9	7	16
TOTAL	221	282	503

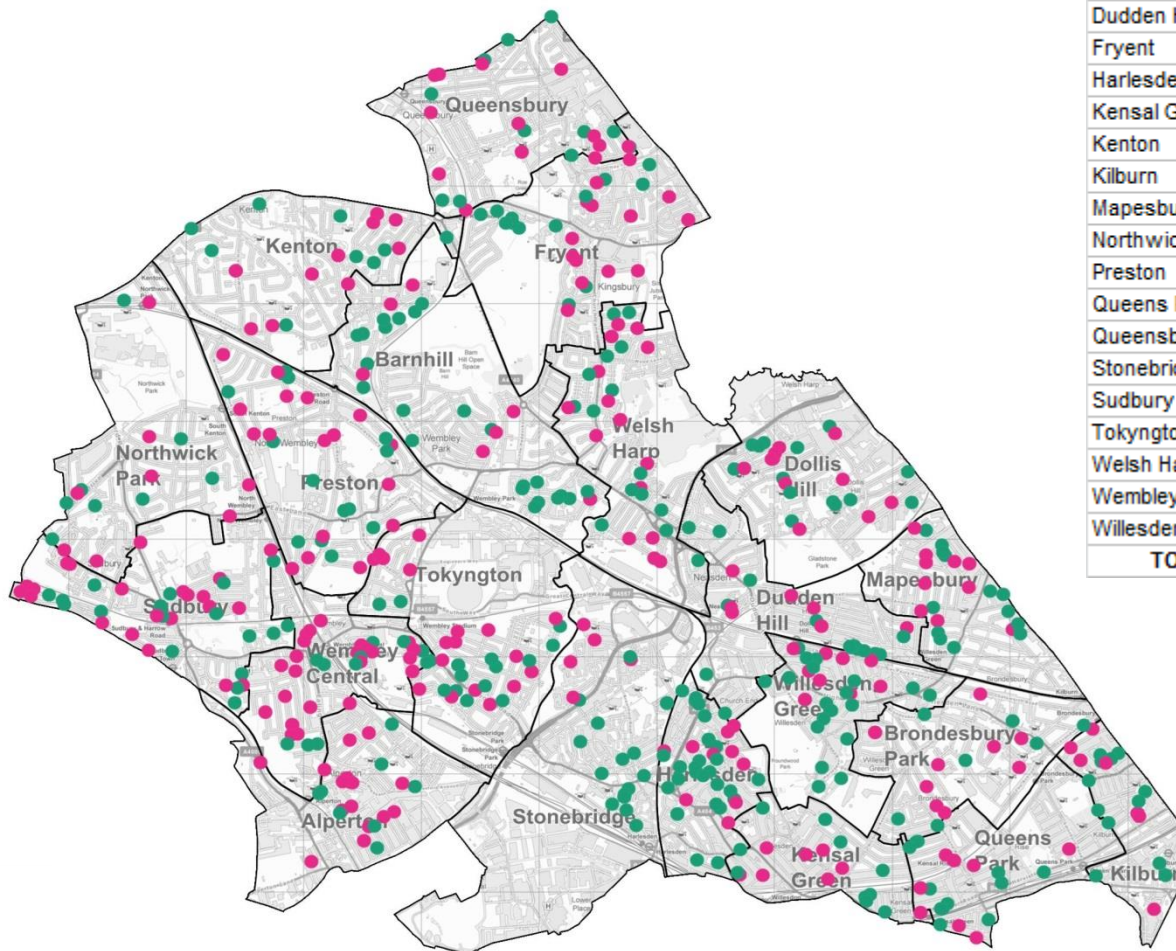
Distribution of grants across Brent 2010



Ward	DFG	SWG	TOTAL
Alpertion	16	20	36
Barnhill	13	12	25
Brondesbury Park	11	8	19
Dollis Hill	6	13	19
Dudden Hill	8	11	19
Fryent	6	21	27
Harlesden	21	13	34
Kensal Green	17	13	30
Kenton	7	10	17
Kilburn	7	10	17
Mapesbury	9	13	22
Northwick Park	10	10	20
Preston	11	18	29
Queens Park	11	6	17
Queensbury	10	18	28
Stonebridge	22	7	29
Sudbury	17	7	24
Tokyngton	9	16	25
Welsh Harp	10	17	27
Wembley Central	8	25	33
Willessden Green	17	10	27
TOTAL	246	278	524

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Distribution of grants across Brent 2011

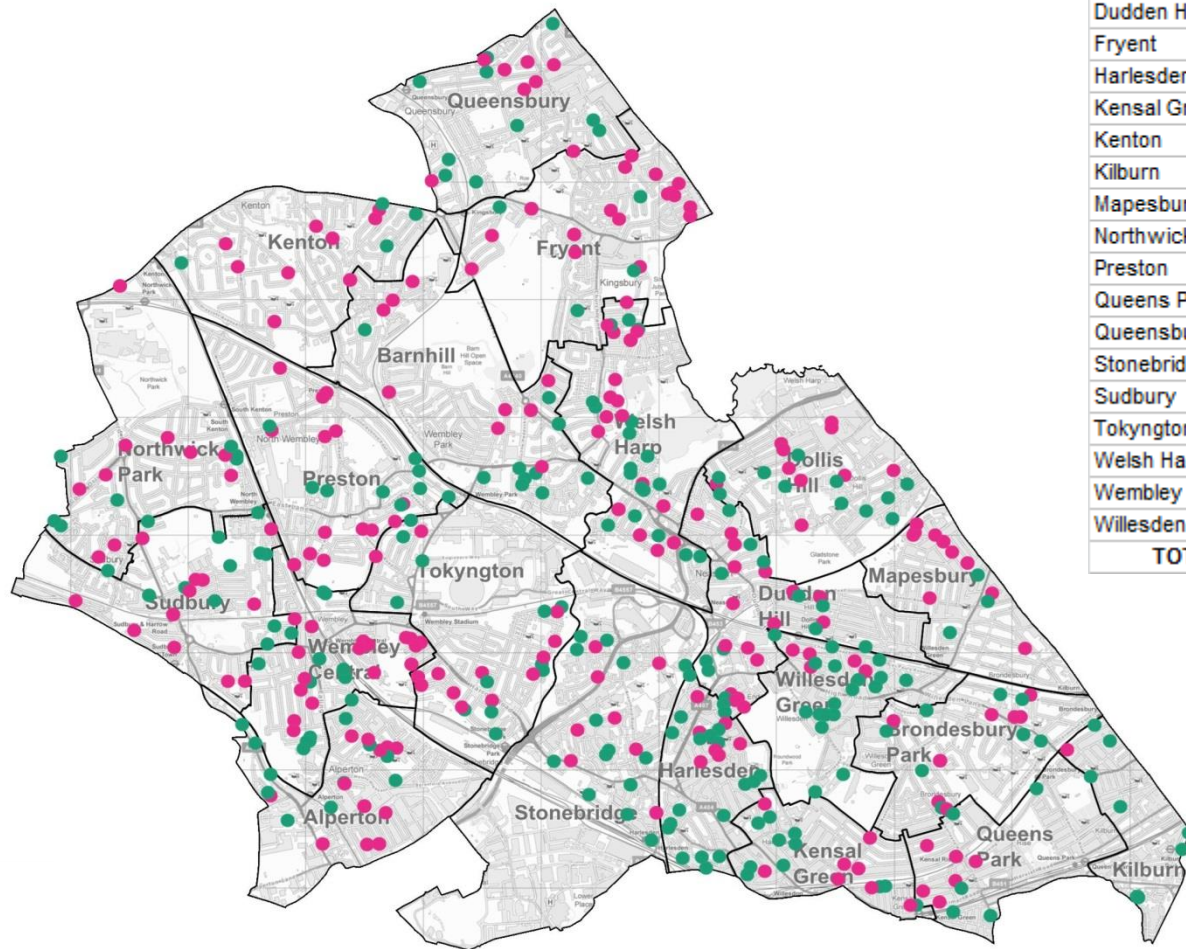


● DFG
● SWG

Ward	DFG	SWG	TOTAL
Alpertor	10	18	28
Barnhill	25	10	35
Brondesbury Park	9	11	20
Dollis Hill	15	12	27
Dudden Hill	15	9	24
Fryent	13	18	31
Harlesden	32	11	43
Kensal Green	9	9	18
Kington	10	14	24
Kilburn	16	11	27
Mapesbury	13	11	24
Northwick Park	8	11	19
Preston	16	21	37
Queens Park	13	10	23
Queensbury	13	13	26
Stonebridge	16	5	21
Sudbury	17	26	43
Tokyngton	15	23	38
Welsh Harp	16	18	34
Wembley Central	14	36	50
Willesden Green	21	9	30
TOTAL	316	306	622

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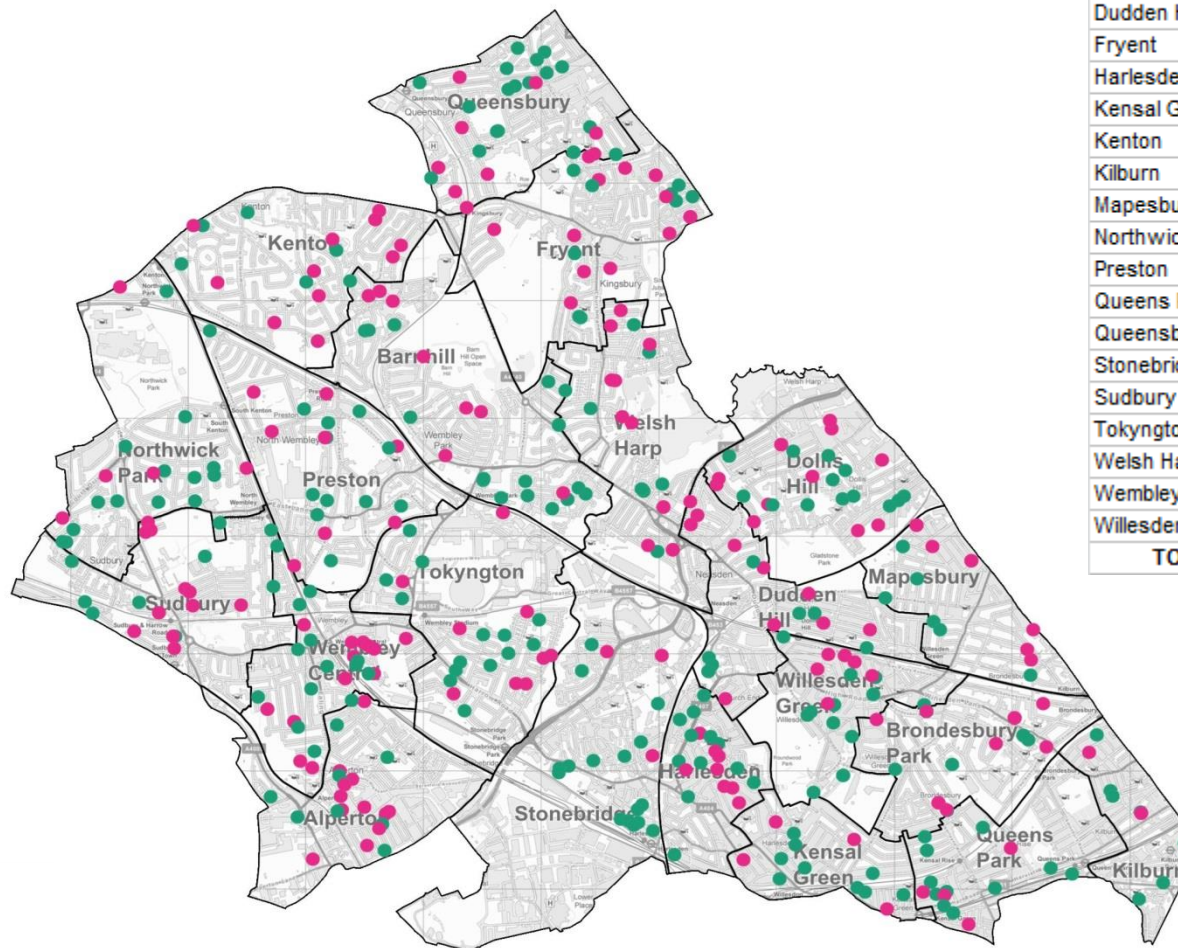
Distribution of grants across Brent 2012



Ward	DFG	SWG	TOTAL
Alperton	12	19	31
Barnhill	10	14	24
Brondesbury Park	15	17	32
Dollis Hill	12	11	23
Dudden Hill	14	19	33
Fryent	7	24	31
Harlesden	19	9	28
Kensal Green	11	9	20
Kenton	4	10	14
Kilburn	9	1	10
Mapesbury	3	14	17
Northwick Park	9	11	20
Preston	9	19	28
Queens Park	7	8	15
Queensbury	10	11	21
Stonebridge	15	10	25
Sudbury	14	14	28
Tokyngton	13	16	29
Welsh Harp	25	24	49
Wembley Central	13	25	38
Willesden Green	19	5	24
TOTAL	250	290	540

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Distribution of grants across Brent 2013

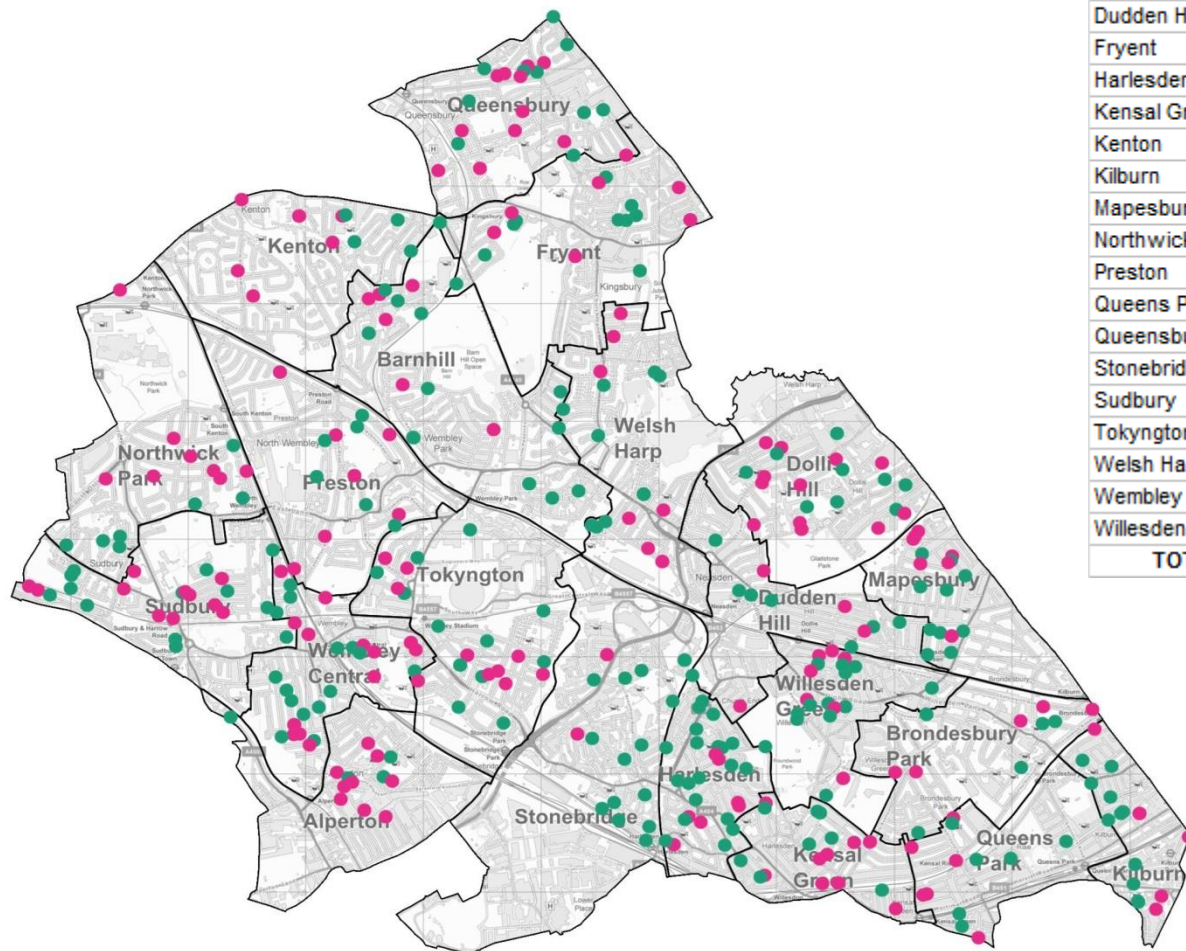


Ward	DFG	SWG	TOTAL
Alperton	11	13	24
Barnhill	16	10	26
Brondesbury Park	19	12	31
Dollis Hill	16	12	28
Dudden Hill	11	10	21
Fryent	9	17	26
Harlesden	14	10	24
Kensal Green	9	4	13
Kenton	6	15	21
Kilburn	8	3	11
Mapesbury	7	11	18
Northwick Park	15	5	20
Preston	13	10	23
Queens Park	12	4	16
Queensbury	20	10	30
Stonebridge	16	3	19
Sudbury	8	14	22
Tokyngton	16	9	25
Welsh Harp	12	13	25
Wembley Central	14	22	36
Willesden Green	16	7	23
TOTAL	268	214	482

● DFG
● SWG

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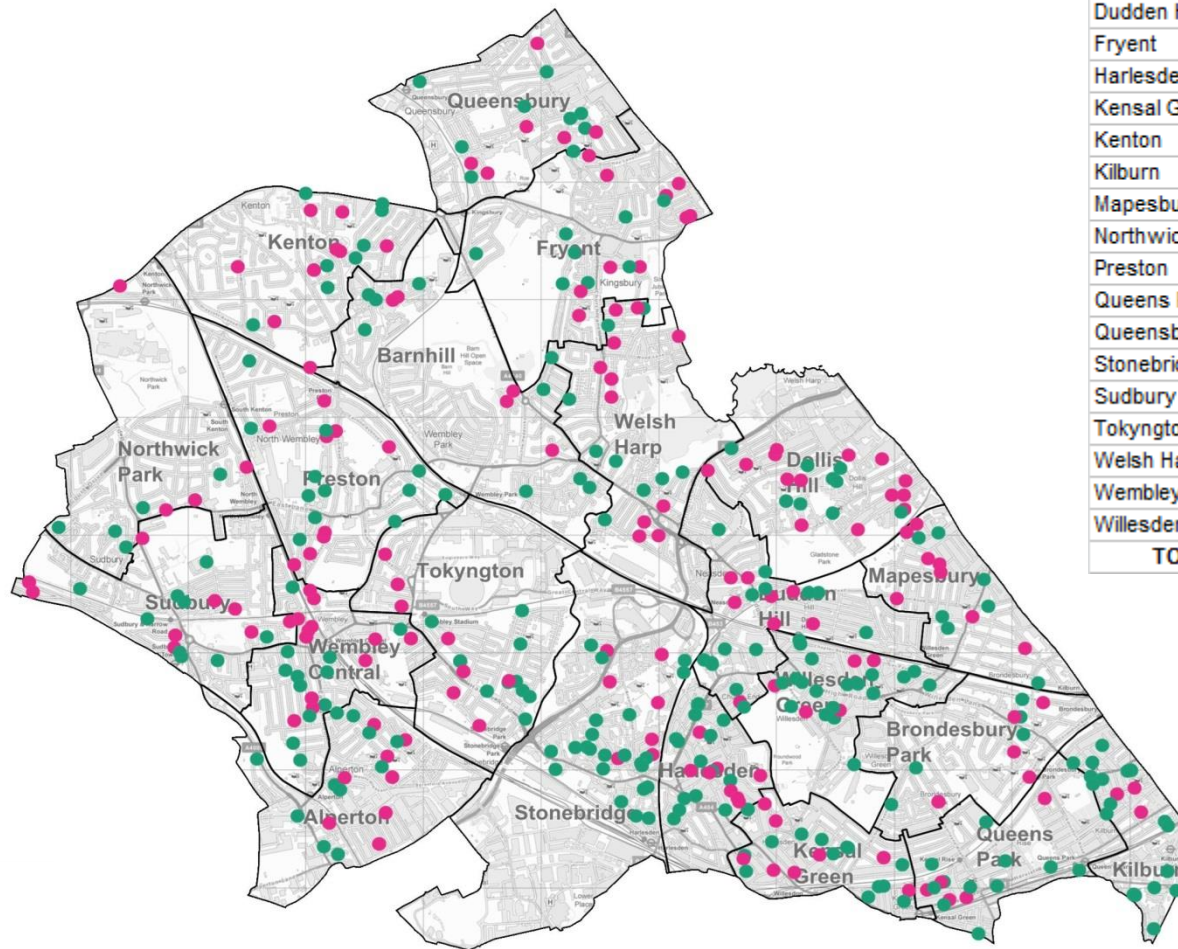
Distribution of grants across Brent 2014



Ward	DFG	SWG	TOTAL
Alpertown	4	9	13
Barnhill	12	7	19
Brondesbury Park	8	5	13
Dollis Hill	9	14	23
Dudden Hill	7	4	11
Fryent	11	7	18
Harlesden	22	7	29
Kensal Green	9	12	21
Kelson	5	7	12
Kilburn	11	6	17
Mapesbury	10	8	18
Northwick Park	7	8	15
Preston	7	7	14
Queens Park	6	6	12
Queensbury	10	12	22
Stonebridge	15	2	17
Sudbury	14	14	28
Tokyngton	13	12	25
Welsh Harp	17	9	26
Wembley Central	16	19	35
Willesden Green	13	8	21
TOTAL	226	183	409

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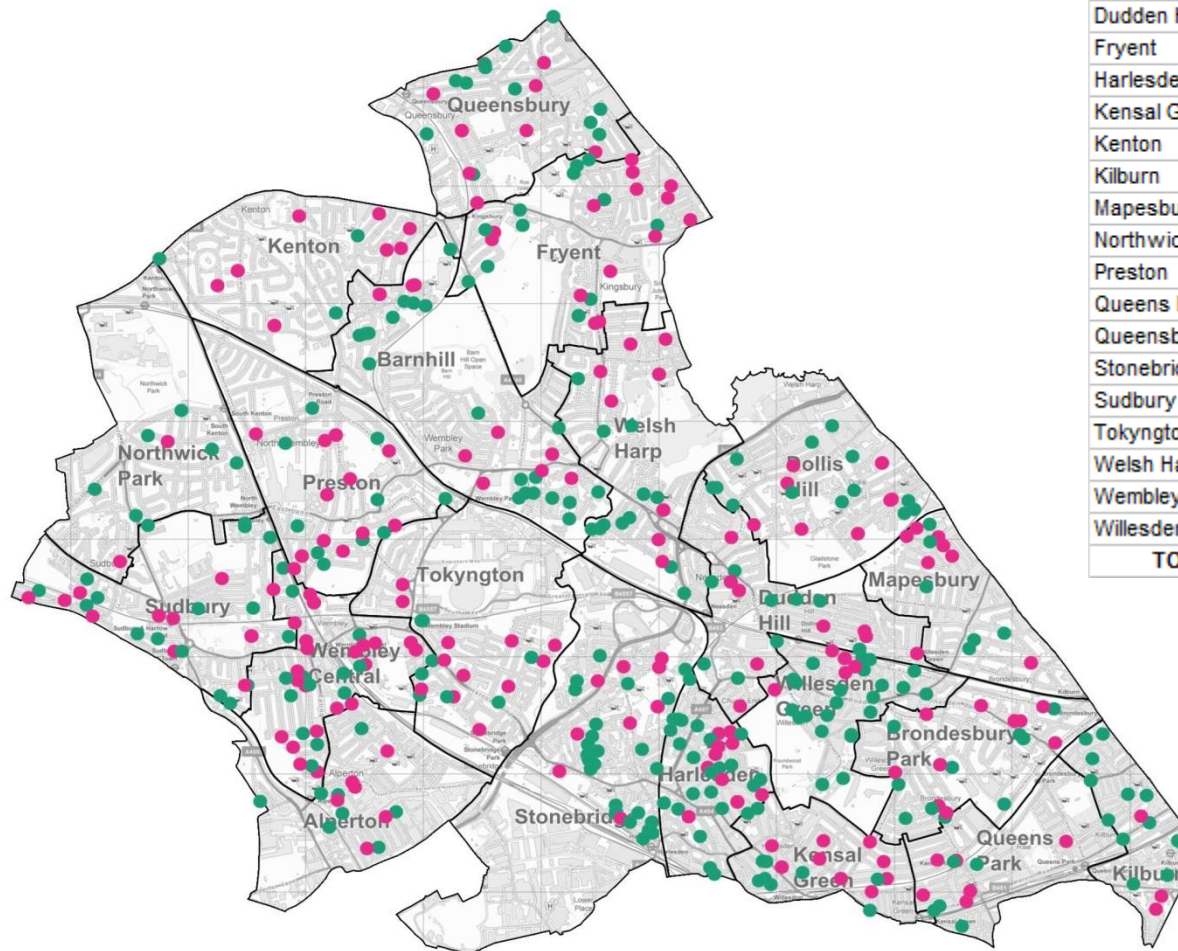
Distribution of grants across Brent 2015



Ward	DFG	SWG	TOTAL
Alperton	12	11	23
Barnhill	8	6	14
Brondesbury Park	7	7	14
Dollis Hill	10	16	26
Dudden Hill	14	9	23
Fryent	8	13	21
Harlesden	16	8	24
Kensal Green	15	9	24
Kenton	9	10	19
Kilburn	23	3	26
Mapesbury	7	8	15
Northwick Park	6	4	10
Preston	12	13	25
Queens Park	11	5	16
Queensbury	9	7	16
Stonebridge	25	7	32
Sudbury	9	13	22
Tokyngton	13	12	25
Welsh Harp	11	12	23
Wembley Central	12	16	28
Willesden Green	21	5	26
TOTAL	258	194	452

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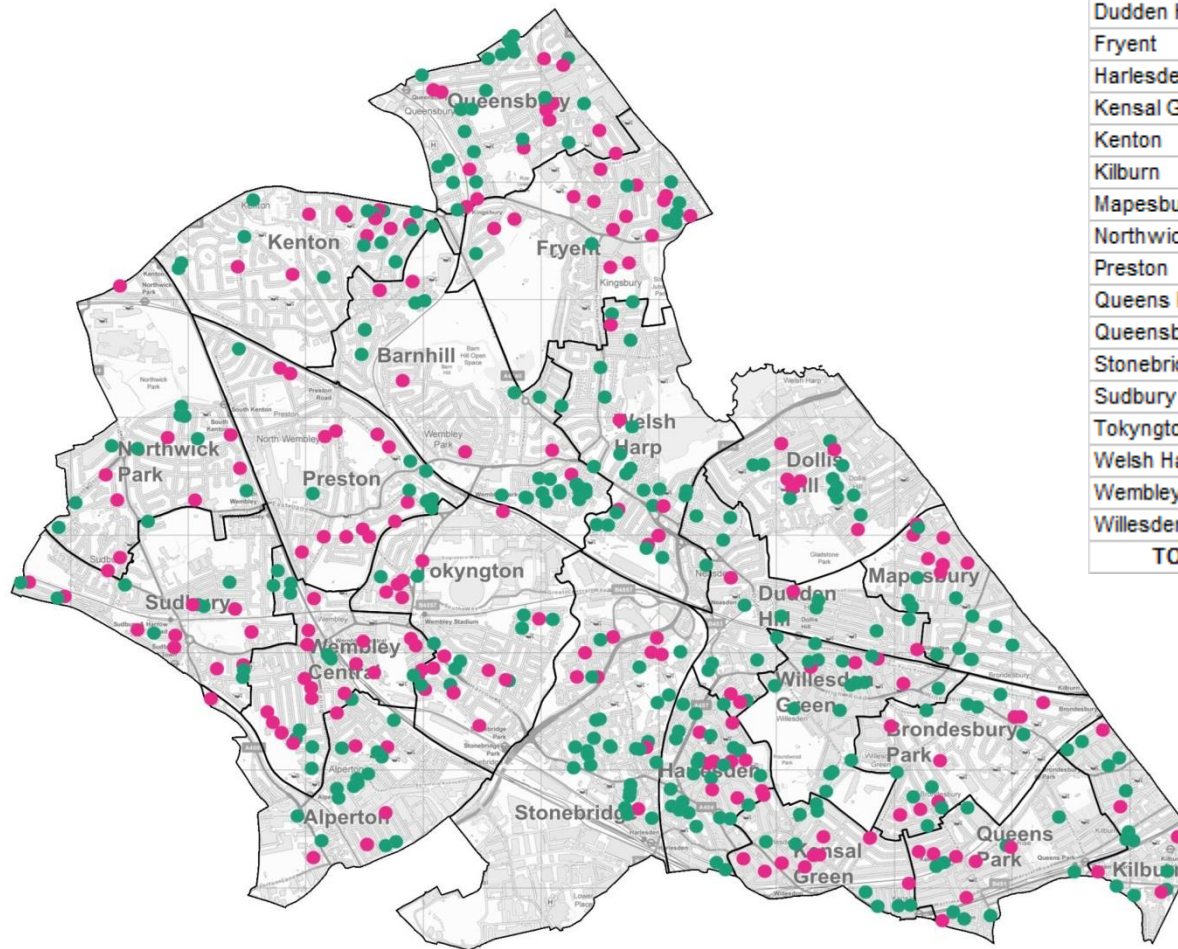
Distribution of grants across Brent 2016



Ward	DFG	SWG	TOTAL
Alpertion	9	9	18
Barnhill	19	16	35
Brondesbury Park	15	15	30
Dollis Hill	14	11	25
Dudden Hill	9	13	22
Fryent	13	16	29
Harlesden	25	13	38
Kensal Green	12	12	24
Kenton	4	11	15
Kilburn	14	3	17
Mapesbury	6	8	14
Northwick Park	6	2	8
Preston	10	18	28
Queens Park	5	12	17
Queensbury	15	12	27
Stonebridge	29	10	39
Sudbury	16	15	31
Tokyngton	7	12	19
Welsh Harp	15	9	24
Wembley Central	16	33	49
Willesden Green	24	7	31
TOTAL	283	257	540

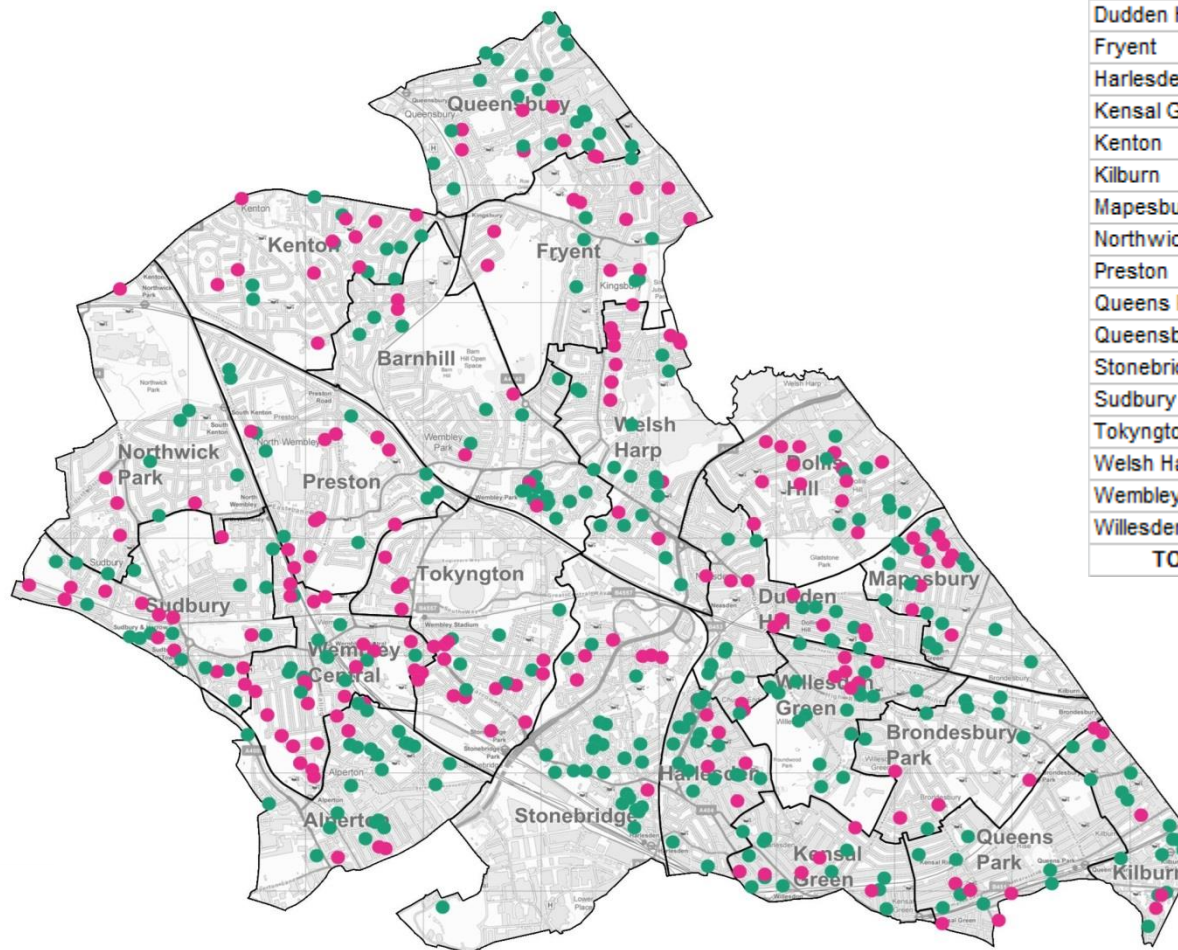
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Distribution of grants across Brent 2017



Ward	DFG	SWG	TOTAL
Alpertown	15	8	23
Barnhill	26	10	36
Brondesbury Park	14	13	27
Dollis Hill	11	7	18
Dudden Hill	15	8	23
Fryent	11	15	26
Harlesden	26	8	34
Kensal Green	9	14	23
Kington	17	13	30
Kilburn	13	5	18
Mapesbury	13	8	21
Northwick Park	9	9	18
Preston	12	15	27
Queens Park	9	8	17
Queensbury	24	14	38
Stonebridge	26	11	37
Sudbury	10	14	24
Tokington	13	19	32
Welsh Harp	26	10	36
Wembley Central	13	19	32
Willesden Green	17	6	23
TOTAL	329	234	563

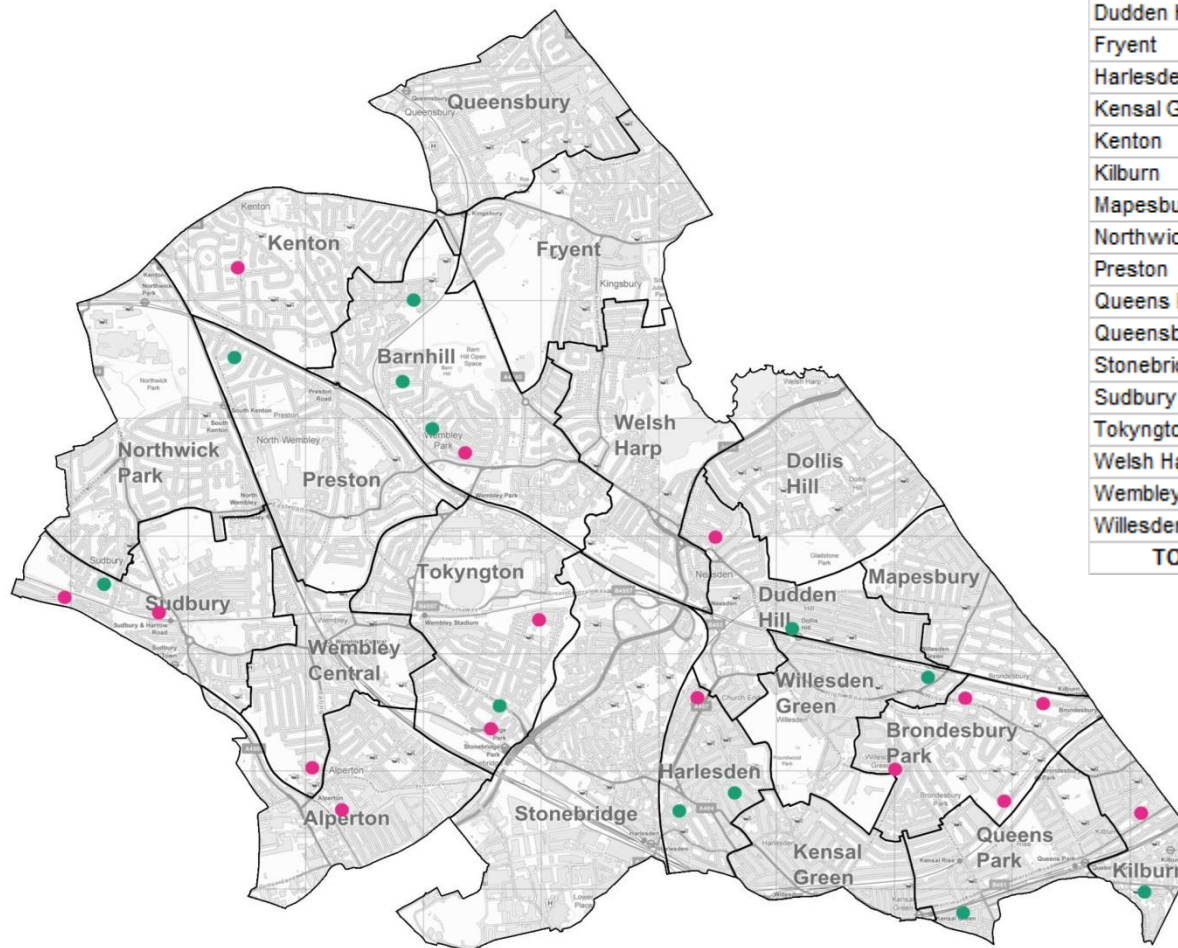
Distribution of grants across Brent 2018



Ward	DFG	SWG	TOTAL
Alpert	25	7	32
Barnhill	22	9	31
Brondesbury Park	12	6	18
Dollis Hill	9	19	28
Dudden Hill	17	14	31
Fryent	7	15	22
Harlesden	23	7	30
Kensal Green	14	6	20
Kenton	11	13	24
Kilburn	15	6	21
Mapesbury	17	13	30
Northwick Park	6	7	13
Preston	11	15	26
Queens Park	9	7	16
Queensbury	21	13	34
Stonebridge	26	10	36
Sudbury	17	21	38
Tokyngton	8	25	33
Welsh Harp	18	23	41
Wembley Central	16	33	49
Willesden Green	16	8	24
TOTAL	320	277	597

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Distribution of grants across Brent 2019 YTD



Ward	DFG	SWG	TOTAL
Alpertown	0	1	1
Barnhill	3	1	4
Brondesbury Park	0	4	4
Dollis Hill	0	0	0
Dudden Hill	1	1	2
Fryent	0	0	0
Harlesden	2	1	3
Kensal Green	0	0	0
Kelson	0	1	1
Kilburn	1	1	2
Mapesbury	0	0	0
Northwick Park	0	0	0
Preston	1	0	1
Queens Park	1	0	1
Queensbury	0	0	0
Stonebridge	0	0	0
Sudbury	1	2	3
Tokyngton	1	2	3
Welsh Harp	0	0	0
Wembley Central	0	1	1
Willesden Green	1	0	1
TOTAL	12	15	27

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Appendix 3: PHS Grants and Evaluation Pilot - Measures

Metrics and outcomes to be measured during the pilot:

1. Existing metrics on cost of intervention, and duration of works
2. Existing metrics on customer satisfaction with the quality of work / staff conduct
3. A measure of improvements in the overall wellbeing of clients and their carers
4. Reduction in the cost of long-term care packages
5. Wider system savings resulting from getting people home quicker (both reduction in the length of hospital stays, and reduced need for step-down accommodation)

Grant	Measure
Small Works Grants (SWG)	<ul style="list-style-type: none"> • Acolaid metrics (M1) • Customer satisfaction survey (M2) • STAR (M3) • Care plan review, if applicable/Mosaic (M4) • Wider system savings (M5)
Spend to save Grant (SSG)	<ul style="list-style-type: none"> • Acolaid metrics (M1) • Customer satisfaction survey (M2) • STAR (M3) • Care plan review, if applicable/Mosaic (M4) • Wider system savings (M5)
Disabled Facility Grant (DFG)	<ul style="list-style-type: none"> • Acolaid metrics (M1) • Customer satisfaction survey (M2) • STAR (M3) • Care plan review, if applicable/Mosaic (M4) • Wider system savings (M5)
Discretionary Disability Adaptations Grant (DDAG)	<ul style="list-style-type: none"> • Acolaid metrics (M1) • Customer satisfaction survey (M2) • STAR (M3) • Care plan review, if applicable/Mosaic (M4) • Wider system savings (M5)
Acute Handyperson Assistance Service (AHAS)	<ul style="list-style-type: none"> • Acolaid metrics (M1) • Customer satisfaction survey (M2) • Wider system savings (M5) • Qualitative measures, such as HDT monkey survey, case studies, staff feedback
Hospital Discharge Assistance Service (HDAS)	<ul style="list-style-type: none"> • Acolaid metrics (M1) • Customer satisfaction survey (M2) • Wider system savings (M5) • Qualitative measures, such as HDT monkey survey, case studies, staff feedback

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 Brent	Housing Scrutiny Committee 27 March 2019
	Report from the Strategic Director of Community Wellbeing
Customer Relationship Management (CRM) System – Management and Usage	

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:	One: <ul style="list-style-type: none"> Appendix 1 - List of remaining CRM deliverables
Background Papers:	N/A
Contact Officer(s): <small>(Name, Title, Contact Details)</small>	Monika Singh, Director of Transformation Tel. 0208 937 1047 Monika.Singh@brent.gov.uk

1.0 Purpose of the Report

- 1.1 This paper provides an update on the ongoing implementation of the Corporate CRM system (Microsoft Dynamics) in Housing Management.
- 1.2 As the project is still underway, it outlines what has been delivered to date, and how that is being managed and working, and what remains to be delivered.
- 1.3 The paper shares some performance information generated by the system, but it should be noted that these are not representative of the whole service as they only represent what is currently being managed in the CRM, and not the full picture.
- 1.4 Some performance information has been shared in this paper, as requested by the Scrutiny Committee, but it should be noted that the reports currently available are very new and therefore it is too early for trends to be reliably established, and they are still being validated and may well not be configured correctly or the data within them may be skewed by the way the system is being used.

- 1.5 Finally, the paper discusses the current and remaining costs for the programme as well as well as business benefits.

2.0 Recommendation(s)

- 2.1 That Members of the Housing Scrutiny Committee note the content of this report.

3.0 Detail

- 3.1 The CRM project, a key part of the overall Housing Management Transformation programme, commenced in November 2017, following the procurement and engagement of the Council's CRM Implementation Partner - Infosys.

- 3.2 The aims of the project are to address the following challenges with our current environment

3.3 Cumbersome IT architecture:

- 18 systems in use across Housing Management alone, costing c£0.3m to maintain and support over and above the corporate ITU recharge
- Fragmented architecture gives rise to a fragmented customer experience
- Limits our digital offer

3.4 No 'single views' of customers, properties, blocks etc

- 18 systems that don't talk to each other, documents in one place, data in another
- Accessing data is time consuming for staff, and not suitable for web self-service for customers
- Handling times are therefore longer than they need to be

3.5 Functionality gaps - minimal logging of work, work could fall through cracks, no 'corporate memory'

- Multichannel contact management
- Data for demand management
- Case management from start to finish
- Robust remote working capability

- 3.6 The vision for the Housing Management programme is to deliver;
"contemporary, digital seamless services that really work for customers, delivered by professionals who are equipped, engaged and efficient".

- 3.7 Accordingly, customer satisfaction monitoring, and the customer portal are also key elements of the CRM solution.

- 3.8 The project is well underway, but not due to complete until July 2019, so this update will focus on progress and benefits to date, and how what has been delivered so far is being managed.
- 3.9 All of the above will, once fully implemented, completely transform our customers' experience and deliver faster, better more reliable services, and the convenience of a comprehensive and compelling customer portal

4.0 What has been delivered to date (and the benefits associated)

- 4.1 There have been 3 releases of CRM functionality so far, in March 2018, September 2018, and in January 2019, with one release remaining in July 2019 (see Appendix 1)

Delivered in March 2018

- 4.2 A CRM **remote working solution for estate LEQ (Local environment quality) inspections** replaced the defunct previous solution (which had been failing for the past 6 years, resulting in the team going back to clipboards and erratic manual collation of data) was implemented. The new solution has proven to be robust, with previous issues around loss of data and double keying eliminated
- 4.3 **The Housing Management public email address was integrated with CRM**, so that every email from customers, is now raising a work item in CRM, with tracking of whether it has been completed. As a result of all emails being logged, we have for the first time, had data about the volume of emails received by the organisation, and an understanding of what was driving demand (previously it was managed in outlook, where daily figures could be manually counted, but it was practically impossible to count responses sent as this would have to be manually counted from individuals' email accounts. Emails not actioned was a major cause of complaints
- 4.4 **The CRM customer screen** - a single view of each customer - was created in CRM, with space for all the equalities info (only some held in Northgate previously) access preferences, household info, vulnerability flag, space for any 'Red Flags' etc. The screen provides immediate visibility of tenants and leaseholders, or housing applicants, of their arrears status. This screen is the template for the whole organisation.
- 4.5 **Single views** of properties, blocks and estates have been created in CRM, and data is gradually flowing into these views as more and more services are enabled

Delivered in September 2018

- 4.6 **Tenancy Management processes** were automated; decants, evictions, mutual exchanges, as well as a proactive 'tenancy audit' regime which ensures that verification visits are being raised for all tenants at the time due. The rules are different for each type of property scheme, and this approach prevents necessary visits from being missed. The system also routes work to the correct area team, as a team based approach was introduced in July, in line with the new operating model/ Housing Management structure

- 4.7 **ASB** - crime related casework is now automatically routed to the corporate team for action, and low level ASB of a 'tenancy related nature' is managed by the area teams. This functionality allows Housing officers to tailor and track the interventions necessary for each case as a 'one size fits all' process would not work here
- 4.8 **Financial Inclusion casework** was also automated, using a similar approach to ASB, as each client's needs vary. The solution implemented here allows both financial outcomes and social ones to be quantified and monitored, so that it is possible to see which interventions bring the most value to customers, and to the organisation
- 4.9 **Community room management, communal key ordering and residents association grant application processing** functionality was implemented, automating manually intensive and time consuming processes that were previously in operation, and replacing multiple spreadsheets which previously controlled the work. This has not yet been taken on by services as data cleansing needs to be completed

Delivered in January 2019

- 4.10 **The lettings and sign up processes were automated.** These are complex processes that involve multiple teams working together across the wider housing service. Data is now exchanged automatically between areas and the input of each team in the process which runs from a tenant vacating a property to a new one taking residence. A voids pipeline view was introduced which gives each area visibility of properties where notice has been given, so that each team can prepare for the work ahead. A very impressive feature is the ability to receive a shortlist from the allocations team, and from that automatically set up an open day, invite all the shortlisted applicants and track their interest after the open day, so that a decision can be taken about who to offer the property to. Previously this would have necessitated individual contact with several people before and after the open day.
- 4.11 **The Income collection process was automated.** This works alongside our escalation policy for collecting overdue rent, which is managed primarily in Northgate for council stock. Our income collection officers now have real time visibility of all arrears 'episodes' for all property schemes, which have reached the stage of 'notice of seeking possession' stage, and can use the CRM system to do what Northgate doesn't permit (keeps records of emails, legal referrals etc.) and it will show what stage of the escalation processes any account has reached. The system automatically closes cases where the overdue balance has cleared, which doesn't happen in Northgate until the end of each week, and this saves the officers time in opening up work that they don't actually still need to so.
- 4.12 **Smart Income collection;** The system also has 'smart' views of all 'erratic payers', people whose direct debits have bounced, housing benefits payments due but missing' and so on, so that resources can be diverted from chasing everything, to chasing the highest risk situations. This functionality, had we invested in an off the shelf package would have cost the organisation c£0.05m to procure.

- 4.13 **Document Management.** The two document management systems previously in use, have now been replaced for a new state of the art corporate solution, which works alongside CRM, and now enables all documents relating to a property, or a customer, or a case to be visible in the CRM system. That means documents, which previously had to be located in a separate system, is now available at the point of service. The system will also make it possible for key documents to be available directly to customers in the new self-service portal, soon to be launched.
- 4.14 **Customer Satisfaction surveys** in most cases, are now automatically sent to any customer for whom we have an email address, when their case is closed. This not only gives us very powerful data for performance management, and real time insight upon which to plan improvements to all services, but it will also replace the need for us to use external suppliers to provide satisfaction data (at a cost of over £0.01m/ year) by the end of the next financial year
- 4.15 **Wettons' Powerapp.** By the time of the Scrutiny Committee meeting, a further capability will be live – Wettons' cleaning staff will be using smartphones to indicate what jobs they are working on, and they will take before and after pictures, all of which will be transmitted to the portal. This data will help us to performance manage our contractor by giving us absolute clarity on what has and hasn't been cleaned on any given day. But more importantly as soon as the customer portal is live, customers will know when the cleaner is on their way, has started and finished a clean, and they will be able to rate that clean

5.0 Management and utilisation of CRM

Management of CRM

- 5.1 The live CRM system is now formally the responsibility of the operational areas, having transitioned from the Housing Transformation team at the end of December 2018, with change management support being provided in the short to medium term by the Service Improvement team (a part of the new Performance, Insight and Improvement Service). The Service Improvement team have also been trained on CRM so that they can provide a basic level of training/ refresher training on the system to all staff, and to new staff as they join.
- 5.2 This arrangement has been put in place for this financial year to support the operational areas through the introduction of the new system and provides essential capacity for change management activity alongside their day to day activities
- 5.3 The Housing Transformation team is responsible for the functionality still in development.
- 5.4 When each release of CRM is implemented, technical training is provided by Infosys as part of the user test phase, and intensive support is provided immediately after go live for a period of 2 weeks. Training documentation is provided as part of the release.

- 5.5 As part of the user testing phase, some of the staff who attend are designated as 'super-users' and 'change agents'. These staff are responsible for assisting their other colleagues who may not have attended the testing sessions, but who will be using the new system functionality when it goes live.
- 5.6 Managers, with the support of the Service Improvement team, are now expected to 'operationalise' the new system functionality, by tailoring the technical training documents into material that makes sense to their staff, for the work that they actually receive. In some cases, ways of working need to be adapted to sit comfortably with the new system capability.
- 5.7 This 'operationalisation' is a critical activity because we have seen from previous releases that it is important to train staff not only what they need to do to use the new system, but also what they need to stop doing in terms of old, sometimes redundant processing. It also engenders accountability and ownership with the managers, who by the end of this phase will fully understand the system that they expect their staff to use proficiently.
- 5.8 A great deal of 'hand holding' is required for staff, and it is the responsibility of managers to ensure that they keep checking back with their staff and provide further training until it is evident that each staff member is using the system correctly.
- 5.9 Managers need their own training on how to manage their team's input from day to day, and how to check the quality of work being undertaken in CRM, and this is being done as part of the operationalisation phase.
- 5.10 This new approach has been developed based on learnings from the earlier two releases, where it became clear that training alone was insufficient to get the system in use, and that managerial ownership and involvement was absolutely key to ensure that the system is working well for each service. It is hoped that this injection of effort at an early stage of implementation will ensure that the new functionality is being used correctly by staff, and as such generates performance data which can be relied upon.
- 5.11 Finally, to assist managers, 5 generic reports (ie for all services) have recently been developed which will help managers to oversee their team's work, and will be made available to managers during operationalisation. These are:
- 5.11.1 **Caseload management report** - this shows what work was brought forward from the previous period, what new input was received, how much was closed, how much is being carried forward, and what the start date of the oldest outstanding case is.
- 5.11.2 **Email management report** - this shows emails received, and the status of cases raised from this contact channel, what team they went to and whether they were dealt with on time or not. This will be made available for all channels when they are live
- 5.11.3 **Demand management report** - this simply demonstrates what customers are contacting us about, and what work our delivery teams are doing. This will be very important for driving channel shift in the future

5.11.4 **Staff performance report** - this shows performance by team member, and for the first time (for many of our services) provides hard data that can be used for performance management in terms of volumes and speed of processing. Very helpful to spot training needs

5.11.5 **Customer Satisfaction Reports** - these show all feedback and ratings received from customers, in real time. Within CRM, the results can be traced back in a few clicks to the actual case

Utilisation of CRM

5.12 To date, the teams who have been trained on CRM fully are as follows:

5.12.1 The 3 Neighbourhood Area teams, who are using the system for tenancy management, including tenancy audits, managing transfers, successions, mutual exchange decants and evictions and so on. They are also using the system for estate inspections (conducting inspections on their phones directly from the estates), and for handling estate related and ASB casework (tenancy breaches) Adoption levels are variable at this time, and work is underway in the teams to ensure that all functionality that has been delivered is being used

5.12.2 The Contact centre is using the CRM system to triage emails, and to resolve as much as possible at first contact. This is a fully adopted process which is embedded and being managed in a timely fashion. It is fair to say that adoption is however limited to the agents who process emails, but the remaining staff in the contact centre will need to be trained before the telephone channel is enabled in CRM by June, ahead of implementation in July

5.13 We have also had challenges in terms of the timeliness of processing by the receiving departments, who get sent casework work by the contact centre via CRM, because even though training was delivered to all receiving departments about how to pick up emails, this new way of receiving work (via a new and unfamiliar system) and which represents a tiny part of their overall caseload, has taken time to embed, and retraining has had to be delivered in several cases. This is now being overseen by the Heads of Service

5.14 The Housing Support Unit are now triaging post from the mail room using CRM

5.15 The Income collection team have been trained on the CRM and are using it to manage incoming customer requests and contact, and are receiving support to adopt the new functionality to proactively manage rent collection via CRM instead of Northgate.

5.16 The lettings team manager has received intensive training on managing the overall Voids process from end to end, including interfaces with allocations and property services, and the system is being embedded at this time, having been recently delivered in January

- 5.17 All other areas, notably the 3 Leasehold teams and Property services teams are trained on CRM to receive emails and post, and to view, upload and download documents, but their own services have not yet been implemented so their levels of adoption is best classed as partial.

6.0 Performance and Customer Feedback

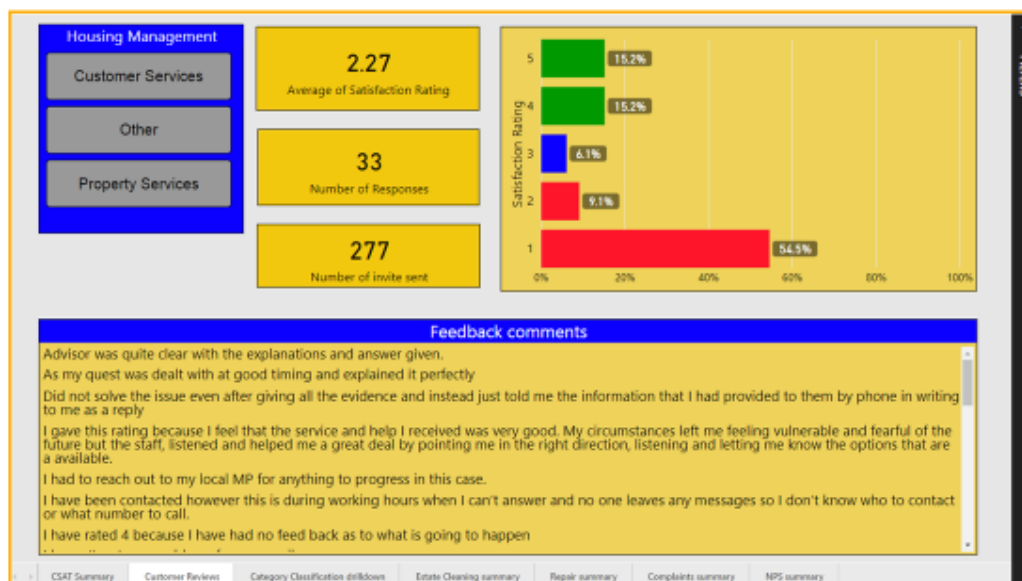
- 6.1 As the system is only partially implemented, the data we have at this time does not provide the full picture.
- 6.2 For instance:
- 6.2.1 We can now report for the first time on our email handling performance, but we cannot yet compare it to other channels such as the phone, or the portal, which have not yet been enabled on CRM.
- 6.2.2 We can see patterns of what drives customer demand, but only demand through the email channel.
- 6.2.3 We can also report for the first time on 'first contact resolution' but again this is limited to email contact
- 6.2.4 We have an indicative picture of customer satisfaction, again restricted to what has been implemented to date
- 6.3 Also, whilst each new functionality is being embedded, the data is initially not reliable, and takes some time to unpick and stabilise. This is true of the customer satisfaction surveys for example. The logic that determines when surveys are sent out is based on the category of the case and how the case is resolved. This is driving a smaller number of satisfaction surveys that we would expect, so we are currently revisiting the logic, and which cases are not generating surveys and why.
- 6.4 On the next page, are some examples of the satisfaction data that has been received thus far, but the position we are at with these reports is examining why the level of surveys sent is not as high as we would expect.

6.5 Satisfaction data

Overall satisfaction

- 6.6 Below are some example Customer Satisfaction reports that track all feedback received via CRM. What the following reports actually say will not be discussed here, mainly because the sample size is not yet viable, and the feedback is only available for some areas, but by the time all services are in, and the right numbers of surveys are going out, this will be a valuable and easy to use management tool for monitoring satisfaction.

Overall satisfaction



6.7 This example above shows the average rating across the service, and the distribution of ratings received. It also shows the comments received for those ratings

6.8 This next report overleaf shows the performance of a single area, in this case estate management. In this case the total cases figure includes a large number of automatically generated inspections, which are not rated by customers, but we would still expect more surveys to be generated than have been. Still the report shows how helpfully the data can be viewed once received.

Estates

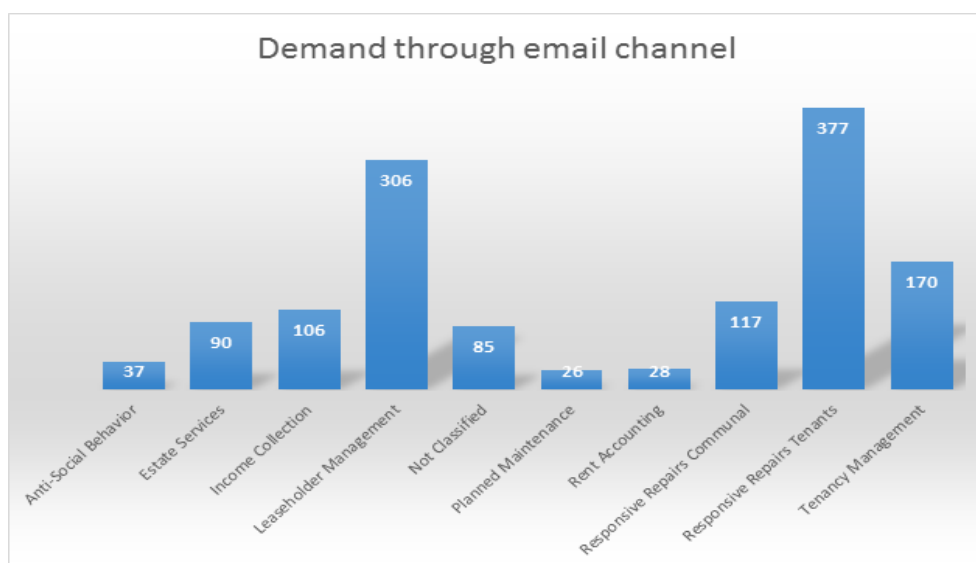
Estates



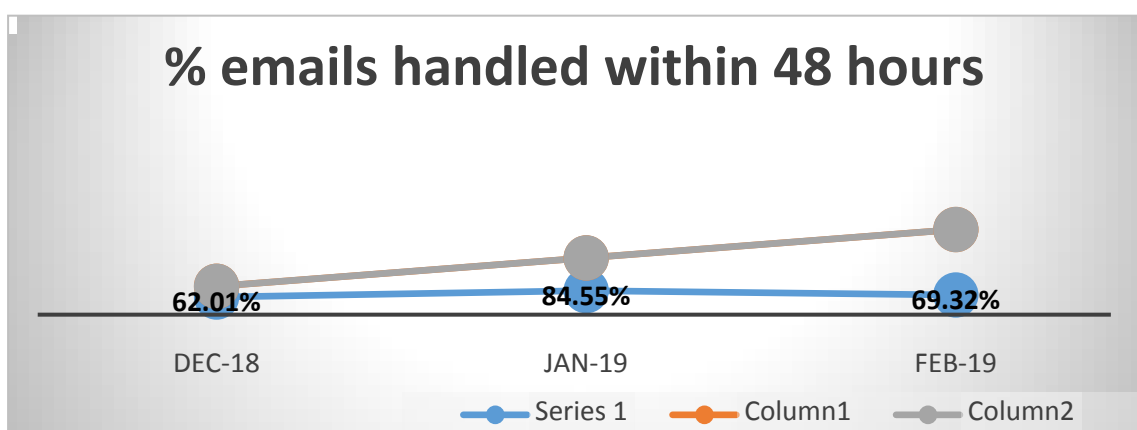
- 6.9 It is possible to click on positive or negative buttons, and see the comments associated with each, which makes the analysis of customer feedback far easier than it is possible to assimilate today, and it is possible to filter by customer type, or by ward, or by channel.

Email data

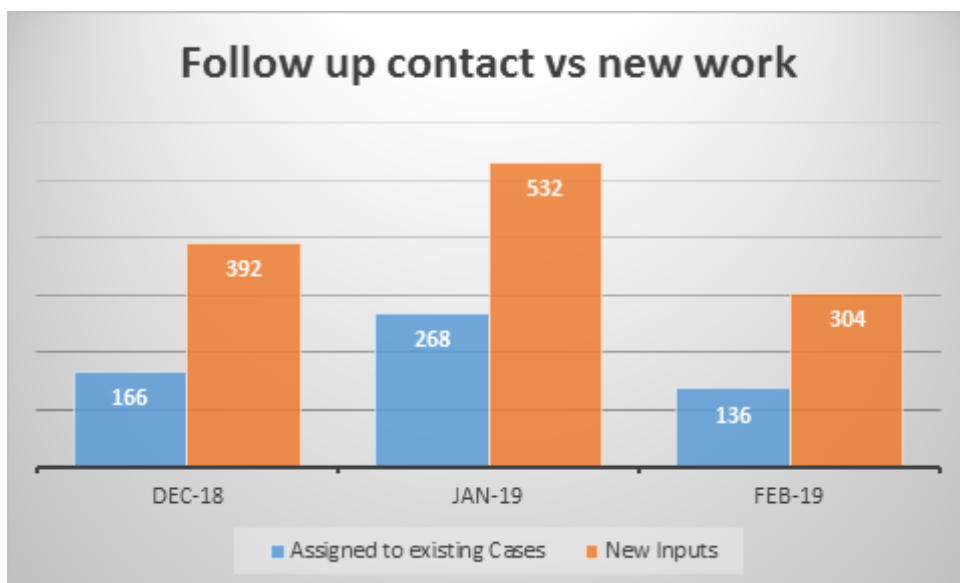
- 6.10 We are reasonably confident with the data being received on emails at this time, and the following graphs have been developed from CRM data spanning the last 3 working months.
- 6.11 The first graph shows demand through this channel; precisely what are customers contacting us about? Not surprisingly the greatest amount of work is related to repairs, but the scale of the leaseholder contact is perhaps less anticipated and it will be interesting to see if it also true of telephone demand when enabled on CRM.



- 6.12 The next graph shows out of all emails received each month, how many were triaged by CRT within the service level of 2 days. The reasons for the variation are down to a number of operational issues, such as prioritisation of phone calls, system down time and resource availability of key staff.

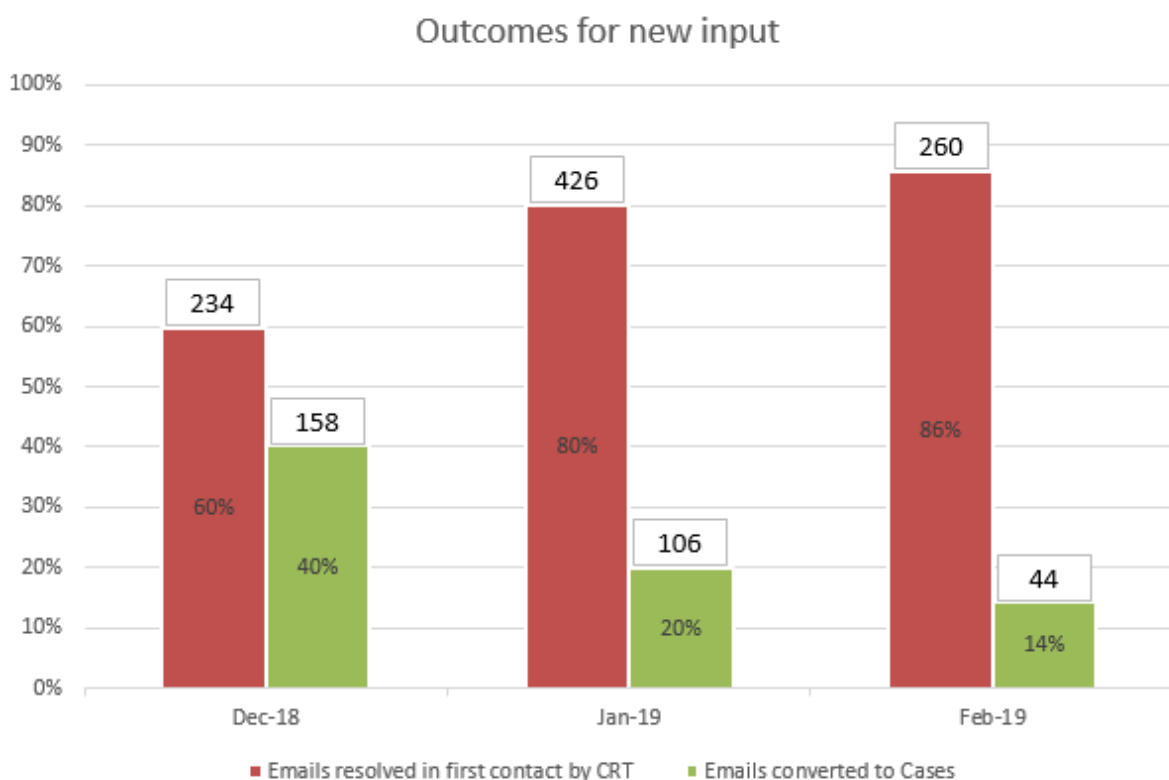


- 6.13 The next graph shows what proportion of email contact is follow up work as opposed to new work:



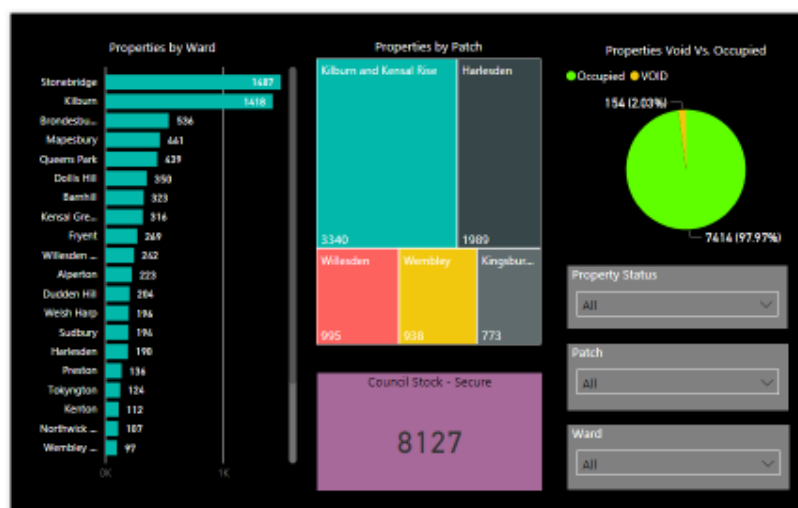
- 6.14 This is not an unusual picture; customers may have been asked for more information, but some customers may well be following up cases not yet finished. The system does record the reason for follow up contact, but as yet this is not available in a report format. This will be progressed as soon as the higher level reports are fully implemented

- 6.15 The next slide shows, of the new input, how much was resolved at first contact



- 6.16 This actually paints a rather more positive picture than we would expect of the contact centre at this stage of transformation, and the question that needs to be answered here is why are such a small proportion of emails being passed on to other areas to deal with? Are we genuinely getting so many emails that need little or no processing?
- 6.17 The data beneath the stats has accordingly been interrogated, to ensure that emails and cases are being recorded correctly, and to ascertain what the emails are actually about.
- 6.18 The analysis shows that a large proportion of the emails received are in fact spam, out of office messages/ automatic responses to emails we have responded to previously, and general council communications. These emails, which result in a high number of deletions because they are not actually customer contact, need to be excluded from the raw data, even though they take staff time to process, they clearly need to be viewed separately.
- 6.19 This illustrates that when a data is first available via new reports, it prompts further probing until a level of understanding is reached in terms of what the data is actually telling us.
- 6.20 This is step that should take place early after go live, and explains why data cannot be relied upon for the first few months.
- 6.21 The final report presented overleaf has been developed as a helicopter view of our Properties, and how they are distributed over portfolios, and wards, and Brent Connects patches

HMS: Property Report



- 6.22 This is actually a clickable report that enables the user to drill down by property scheme, or ward, and so on, to obtain information on numbers of properties of a certain type or status. When the system is fully implemented it will be possible to view repairs, complaints etc within this overarching structure.

- 6.23 In conclusion, the work to establish robust reporting is quite time intensive, as there are several dependencies that need to be checked:
- the report itself working correctly and drawing out all the correct data from the system
 - accessing the reports has proven to be a particular issue at Brent via thin client, and we are hoping this will be resolved by the new lap tops that have been issued
 - staff using the system as they should, and on
 - managers validating the picture that the reports project
- 6.24 This report validation lifecycle we have found has been caused some unexpected delays in getting the performance data we need up and running.

7.0 CRM and the Wider Housing Service

- 7.1 The CRM is already in use by the Housing Needs function, as they implemented a customer portal ahead of the new Homelessness Reduction Act of April 2018.
- 7.2 The Housing Management Lettings team is able to interact swiftly and seamlessly via CRM with the Allocations team in Housing Needs as part of managing the VOIDS process, and the system gives visibility to all areas that are involved in this process.
- 7.3 As the Housing Management system interfaces with Northgate to retrieve property data, these interfaces can be modified by the wider housing service to deliver their own functionality, such as the I4B team who purchase new properties for their portfolio, and need to set them up and view them in CRM.
- 7.4 The Private Housing service is set to move from their current case management system Accolaid, to CRM over the next year or so. They will benefit from the functionality already developed by Housing Management, as they can make use of any of the code already developed and use it for their own processes, saving time and effort – they won't have to start from scratch.
- 7.5 The benefits of a common platform shared by the wider housing service, and indeed by the council even more widely, will be a far greater ability to share and transfer data, automate manual hand-offs between teams and having visibility of a bigger picture, and for customers to 'tell us once' (for example a passport shared with one service, won't have to be produced for another service if it is already recorded as seen, and still valid, on the system).

8.0 Costs and benefits:

Costs

- 8.1 The budget allocated to CRM system implementation was £0.7m, out of a total Transformation budget of £1.5m.

- 8.2 We have incurred a delay of 4 months to complete the programme, due primarily to dependencies on 2 external organisations and the speed with which they have been developing critical interfaces from their own systems.
- 8.3 As a result, the programme is now at the point where it will exceed the original CRM implementation budget by £0.2m.
- 8.4 The senior management team have considered the option to de-scope potential functionality in order to meet the original estimate, but in order to be true to the spirit of the original programme ambition - the full digitisation of the Housing Management service, and because we believe the functionality delivered to date presents excellent value for money, and we are keen to have the same type of automation across our whole service, the decision has been taken to complete the programme with the additional cost.
- 8.5 Benefits of the system have been discussed throughout the paper, and in the appendix attached below, which discusses the upcoming functionality.
- 8.6 In addition to this, we will be in a position to decommission during the next financial year certain other smaller systems that we no longer need to use and in so doing achieve a recurring saving of up to £0.06m per annum.
- 8.7 The full spend on Transformation, covering staffing and consultancy is as follows:

Housing Management Transformation Budget	Original Budget	17/18 outturn	18/19 projected outturn	19/20 projected outturn by end July
Programme budget May 17;				
Initial technical evaluation, strategy and business case	£50,000	£56,000	0	0
Transformation team	£200,000	£192,000	£95,000	0
Business Analysis	£50,000	£24,000	£170,000	0
CRM/ interfaces	£700,000	£480,000	£236,000	£405,000
Additional budget June 18	£500,000			
Total BUDGET vv spend per year	£1,500,000	£752,000	£501,000	£405,000
Overall programme summary				
Total budget	£1,500,000			
Total spend	£1,658,000			
Total variance (overspend)	-£158,000			

9.0 Financial Implications

- 9.1 The target savings from the transformation programme and CRM implementation for 2019/20 is £0.8m. The estimated overspend of £0.2m will create pressure against a balanced budget set for 2019/20. Mitigating actions will need to be identified in consultation with service areas.

9.2 The Director of Transformation post is currently being funded within existing resources in the HRA.

10.0 Legal Implications

10.1 There are no direct legal implications arising from this report. It is the intention of officers that the implementation of the Corporate CRM system will enable the Council to meet and comply with its statutory obligations as a local authority residential landlord in a more efficient manner

Report sign off:

PHIL PORTER

Strategic Director of Community
Wellbeing

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Appendix 1 – List of remaining CRM deliverables

Due for delivery in July 2019

- 1.1. **Compliance dashboards** will give a real time view of all compliance activity that our various contractors deliver on our behalf. This covers all the 5 main compliance areas, and all the checks that each area necessitates. All properties and blocks will be checked to see if their compliance certification is up to date, and if anything falls overdue by 1 day, a request is sent automatically to the relevant provider and our own compliance managers, will have a real time view / list of the cases that are overdue. This is a complex initiative as it involved data from multiple contractors to be uploaded into CRM on a regular basis
- 1.2. **The property element of the Voids process** is being automated to support the Voids team in managing the speed and quality of each void process. A series of Voids inspections will feed data automatically to the teams waiting to respond when a property is ready to advertise, ready to view and ready to let
- 1.3. **Contract Management** – all contracts across the Housing Management service will be visible in CRM. Key documents and information about each contractor will be visible, and minutes of contractor meetings, POs and associated invoices can also be tracked. There is space to track contractual performance indicators. For major contractors such as Wates and Wettons, where PIs originate from CRM, the contractor pages will be automatically populated with monthly/ quarterly PIs. For other smaller contractors they can simply be updated.
- 1.4. **Utilities management** – automates the process of meter reading for all our communal utilities supplies and ensures that readings are provided to the relevant supplier, which they are not currently. This will give us tighter management of our spend on utilities.
- 1.5. The **Section 20 process** is being automated to streamline this very challenging process. The system will automatically identify where section 20 is necessary and under what schedule, which drives the process that needs to be followed. Also, introduction of an observations management engine will improve our ability to respond to all observations within statutory timescales, as well as ensuring that observations can be easily shared with residents where appropriate.
- 1.6. All **major works projects, planned programmes, compliance works and major communal repairs** will follow a common construction project process and the system will support project managers through the required steps. For the larger projects the system will request important documents are produced and uploaded, and for smaller projects, it permits a lighter touch approach. This single project approach for all of the is what feeds into the section 20 process, as well as major works invoicing to leaseholders


and it will provide a controlled environment and immediate visibility of the status of any project planned for any financial year, and the leaseholders impacted, at a glance

- 1.7. **Team appointment management;** the CRM system is introducing the concept of team calendars, and pre- agreed slots each day which each team will honour, in line with FTE available. By implementing this, the CXT can set up appointments confident that they will be resourced. It is a major change to the way we work, which is currently sent to individuals and open to the vagaries of sickness and absence. Appointments can be managed on line, so that customers, via the portal can cancel and rebook if a particular time is no longer convenient to them.
- 1.8. The **Repairs** process will be dramatically enhanced; we are working with our repairs contractor to track repairs from start to finish in real time. This will remove the need for the CXT to call Wates when a customer calls us, as currently all the information we need is with the contractor. Wates has agreed to provide us with comprehensive information, and before and after pictures, as well as appointment outcomes so that we can provide it to the CXT, and a subset of that information will be available to customers on the portal; this replaces the ability to fill out a repair form on line, which just gets sent by email to the CXT, but more importantly it puts the information we need, at the point of service delivery
- 1.9. **Surveyors** processes, including inspections, disrepair management and insurance claims will be automated, as well as the quality monitoring of our repairs contractor, approval of invoices, variations and cancellations.
- 1.10. Telephone **system integration with CRM**, will mean that just as emails are now all being logged in CRM, and actioned through to completion of the customer's request, so too will all telephone calls. This is our primary service channel so this is being managed extremely carefully
- 1.11. **Credit card payments** will be enabled in the contact centre, ending some very convoluted and costly manual processes, which were ineffective from a corporate basis, and also very outdated from a customer's perspective
- 1.12. **Leaseholder processes** will be automated in CRM, taking out the manual effort in responding to lease and solicitors' enquiries. Major works invoicing, currently manual will be supported by CRM as far as possible. Complex lease information will be held in CRM, such as head lease info, freeholder and head lease obligations and the ability to record any non-standard clauses in any given lease.
- 1.13. **Customer self-service portal for leaseholders and tenants**, as each process above has been or will be delivered, so too is the corresponding functionality in the new CRM powered self-service portal. This means we will move from a 2 process digital offer for tenants only, to a comprehensive, compelling and contemporary digital offer for all of our customers. This platform will enable the active pursuit of channel shift for

the service.

- 1.14. **A new 'Corporate complaints'** engine is being rolled out across the organisation with the ability in CRM to plan each investigation and track the timely processing of complaints, and to record and track any follow up immediate actions (such as payment of compensation) and longer term corrective actions (such as retraining of staff) . The fact that Complaints, member enquiries, FOIs and SARs are all in CRM is particularly helpful for Housing management, as it completes our single view of a customer
- 1.15. This final delivery is obviously very large, so it has been agreed that the Infosys CRM team will be doubled to ensure it can all be delivered.

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	Housing Scrutiny Committee 27 March 2019
	Report from the Board of i4B Holdings Ltd and First Wave Housing Ltd
Update on i4B Holdings Ltd and First Wave Housing Ltd	

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:	N/A
Background Papers:	N/A
Contact Officer(s): <small>(Name, Title, Contact Details)</small>	Sadie East Head of Transformation sadie.east@brent.gov.uk Tel: 020 8937 1507

1.0 Purpose of the Report

- 1.1 The purpose of this report is to provide the Housing Scrutiny Committee with an update on i4B Holdings Ltd (i4B) and First Wave Housing Ltd's (FWH) performance and progress in implementing their respective business plans.
- 1.2 Due to the differences between i4B and FWH the report will initially discuss both companies separately. The report will include:
 - 1.2.1 An update on i4B's recent performance;
 - 1.2.2 An update on FWH's recent performance;
 - 1.2.3 Customer Satisfaction for i4B and FWH
 - 1.2.4 How both i4B and FWH impact the housing waiting list and fit in to the wider Housing Service; and
 - 1.2.5 Opportunities for i4B and FWH to align.

2.0 Recommendations

- 2.1 The Committee is asked to note the contents of the report and provide comments on the issues it raises.

3.0 i4B Background Information

- 3.1 On 14 March 2016, Cabinet approved the TA Reform Plan, as a response to rising homelessness in the borough. One of the main measures outlined in the Plan was for the Council to acquire a large portfolio of Private Rented Sector (PRS) accommodation, which would be professionally managed and in which costs could be protected against rental inflation. It was intended that properties would be let as long-term PRS properties at Local Housing Allowance (LHA) levels to households the Council had a homelessness duty towards and thus allow the Council to end a homelessness duty and reduce TA costs.
- 3.2 In November 2016, Cabinet agreed to establish the wholly owned investment company i4B Holdings Limited. The purpose of i4B is to deliver the housing options defined in the TA reform plan. The core business of the Company is as a Private Sector Landlord accepting homeless nominations from the Council enabling the Council to discharge duty. Properties are let with the intention that the tenancy will be the foundation on which customers can improve their quality of life. The aim is that customers enjoy secure, affordable, and well-maintained accommodation.
- 3.3 The Company has a Board of Directors that meet on a monthly basis to discuss company performance. The Board of the Company is chaired by independent voting Director Martin Smith. The other directors of the Company are:
- Independent board member Akintoye Durowoju;
 - Councillor George Crane;
 - Gail Tolley, the Strategic Director of Children and Young People; and
 - Peter Gadsdon, the Director of Performance, Policy and Partnerships.
- 3.4 The Company has a Service Level Agreement (SLA) with Brent to provide a range of services to support the Company's operations, including:
- Corporate and Financial services;
 - Property purchasing and refurbishment;
 - Housing management.
- 3.5 The Service Level Agreement enables the Company to operate with minimal staff and subsequently minimal operating costs. Across the Council, there are a number of Council officers involved in the end-to-end processes of the Company from the property negotiation and purchase, to the property refurbishment, tenancy nominations and lettings, and the subsequent management of the property once it is let.
- 3.6 i4B's initial 2017/18 business plan set out the ambition of purchasing 300 PRS properties.

- 3.7 In February 2019, the Shareholder approved the Company's 2019/20 Business Plan.

4.0 Social Benefits of i4B

- 4.1. i4B has increased the amount of affordable housing tenures in Brent and the Home Counties. The Company has been successful in purchasing private sector homes and switching the tenure to an affordable private rented sector product. As of March 2018, 210 properties have been purchased to be let at affordable rates.
- 4.2 As of February 2019, i4B has housed and discharged the Council's housing duty to 172 families, including 464 children. Of these families, 80% came from unsuitable stage 1 B&B accommodation. An additional 10 families are living in i4B accommodation but classified as living in temporary accommodation.
- 4.3 All of the Company's private rented homes comply with a good standard of quality and management. Properties are refurbished to a high standard. i4B guarantees households moving into the PRS properties that they will be well maintained, safe, and secure. This compares favourably with market PRS accommodation that is generally of a lower standard. In addition, with i4B as their landlord, tenants are safe from practices such as revenge evictions.

Case studies of families housed in i4B properties

4.4 Family A:

A mother approached Brent Council as homeless and fleeing domestic violence. As the overall benefit cap affected the mother, she was aware that she would not be able to afford to live in London. When Brent Council officers were accessing the family, it became apparent that the mother's parents lived near an out-of-borough i4B property. The mother was pleased to accept the offer of a property that was close to her parents and support network, with good schools for her children and good transport links.

4.5 Family B:

A mother accepted an offer of an i4B property for herself and her daughter who has mobility issues. The property is on the ground floor, next to a train station, providing the family with easy access to transport. The property is close to the mother's parents, who are able to assist her with support with her daughter.

4.6 Family C:

A family of six were previously living in a property with two bedrooms. They were rehoused in an i4B property that has provided them with a good sized property in a location where they had previously struggled to find a PRS property they could afford.

4.7 Family D:

A mother and her two children presented to the Council as homeless, they were previously living in unsuitable temporary accommodation. i4B provided the family with a two-bedroom property in Brent close to the family's support network.

5.0 Financial Benefits of i4B's Operations

5.1 i4B provides the Council with ongoing financial benefits.

Table 1 – Annual Financial Benefits the Council of i4B

Annual Benefits	Annual financial benefit	Description
Loan interest profit 0.3%	£248,000	This is profit on the loan interest, since the Council can borrow money at a lower rate than it charges i4B (currently 2.6% and 2.9% respectively).
Temporary Accommodation savings £1,960 p.a.	£411,600	Saving of £411,600 based on 210 households (current number purchased) diverted from stage 2 temporary accommodation that costs the Council £1960 per annum per household.
SLA payment	£444,000	To provide services such as housing management and conveyancing
Total ongoing financial benefits to the Council	£1,103,600	

5.2 However, there are also ongoing financial costs.

Table 2 – Ongoing Financial Costs

Annual Costs	Annual financial cost	Description
Interest on equity investment	£538,000	The Council can initially invest existing resources but will have to borrow the funds for the equity investment in the next few years. It will therefore incur ongoing interest charges relating to the equity investment.
Costs relating to SLA provision	£444,000	
Total ongoing financial benefits to the Council	£982,000	

Net ongoing annual financial benefits to the Council	£121,600
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5.3 Once 300 properties are purchased the annual temporary accommodation saving will rise to £588k. Therefore, the net ongoing annual financial benefit will be £298k

5.4 In addition, the Council receives one-off benefits from the programme. These benefits stem from two sources: the loan to i4B and financial benefits relating

to ownership of property and property price increases. The one-off financial benefits from the loan for the first 300 properties are:

- Loan arrangement fee of 1% (~£830k)
- Loan non-utilisation charge (~£620k)
- The Council is initially funding the i4B loan through existing funds, but it plans to borrow the full amount in the next few years. Until the Council borrows the funds, the entire interest payment is a surplus to the Council.

5.5 As the sole shareholder, the Council can also benefit from property price growth of the portfolio.

6.0 Update on i4B Operational Performance

6.1 Operational performance has improved after some early challenges during the establishment of the company. Improvements are the result of a range of factors including increased management of the end-to-end purchasing process and a series of reviews focussing on key areas where performance has been below target.

6.2 Tables 3 and 4 are a snap shot of acquisition, refurbishment, and first lettings performance at February 2019.

Table 3 – Performance within the acquisition to first letting process

Acquisitions – February 2019	No	Value (£m)
Properties purchased	210	£74.5m
Properties in final authority to buy stage	8	£3m
Properties in conveyancing (legal)	20	£6.5m
Properties in pipeline (identified but under negotiation, 50% withdrawal expected)	62	£23m
Total value of the acquisitions and pipeline	300	£107m
Refurbishment costs	300	£6m
Net yield of purchased properties	210	0.96%
Net yield conveyancing & pipeline	69	1.30%
Total rent roll per annum	210	£3,235,259

Table 4 – Refurbishment and Lettings Performance

Refurbishment & Lettings – February 2019	No
Properties let (March data)	187
Properties matched	0
Properties awaiting letting to be matched	4

Properties void (after first let)	3 (7 voids to date)
Properties in refurbishment	17
Properties with wet room and stair lifts	6
Properties suitable for people with low level mobility needs	10%
Average rent per property	£296.27

6.3 Table 5 sets out the improvements that were made in 2018.

Table 5 – Key Performance Acquisition to first let

Indicator	Target	Performance at February 2018	Performance at February 2019
Number of units	214 by 31 st March 2019 360 by 31 st March 2021	102 units at February 2018	210 units at February 2019
Average cost per property	£365,000	£355,892	£354,421
Gross Yield	5%	4.91%	5.03%
Net Yield	1.05% for first 240 units 1.1% thereafter	0.88%	0.96%
Refurbishment	66	122	57
Letting in Brent (days)	14	29 (all locations)	21
Letting outside Brent (October data) (days)	35	As above	108
Rent collection	95% first 5 years 98.5% thereafter	60.89%	90.19%
Evictions	N/A	0	2
Landlord Gas safety Record	100%	100%	100%
Void Rate (relets)	3%	0%	0.4% (7 properties in total all outside Brent)

Acquisitions

- 6.4 210 properties PRS street properties have been purchased. This compares to an initial business plan target of 300 by September 2018. Officers have advised that difficulties in procuring properties are due to the limited availability of street properties in Brent that meet i4B's yield target. This is largely owing to a flat property market. The 2019/20 business plan therefore aims to complete the first 300 acquisitions by April 2020 and 360 acquisitions by April 2021. This delay will lengthen the time in which full revenue savings will be gained by the Council.
- 6.5 The Company has implemented a number of measures designed to increase the pace of acquisitions. Firstly, in January 2019, after a business modelling exercise, the net yield target was revised down from 1.5% to 1.1%. This is sufficiently low to allow street properties to be purchased at an accelerated rate while maintaining i4B's ability to break even over 30 years. The average

net yield of the current portfolio is 0.96% with a pipeline of 1.30%. The Company is anticipating an average net yield of 1.05% for the first 240 properties and an average portfolio net yield of 1.1% for the first 300 properties.

- 6.6 Also, as a result of the lack of sufficient street properties at the yield which i4B requires to make the financial model viable the 2019/20 Business Plan revised down the number of street properties to be purchased in phase two of the PRS acquisition programme from 300 to 60. i4B will, with the support of the Council, purchase 265 new build units from the Council between 2020 and 2024 instead. The purchase of new build units from the Council is beneficial because:
- They have higher yields than market street properties;
 - They are of better quality;
 - They provide the Council with a significant capital receipt.
- 6.7 i4B is also looking to purchase a block of 153 units for use for key worker housing. i4B aims to have 778 units by 2023/24. Council support is required for this.
- 6.8 To date, the Company has purchased 119 properties in Brent, 16 properties in Greater London, and 73 units outside of London. Below is a breakdown of i4B properties by location.

Table 6 – Breakdown of i4B properties by location.

Location	No. of properties
Brent	121
Barnet	1
Ealing	6
Harrow	2
Hillingdon	3
Hounslow	2
Hammersmith and Fulham	1
Lambeth	1
Welwyn Hatfield	5
Milton Keynes	9
Luton	10
Hemel Hempstead	24
Slough	8
South Herts	6
Wycombe	5
Oxfordshire	6
Total	210

- 6.9 The 2018/2019 Business Plan, planned to purchase 180 units in Brent and 120 units in the Home Counties. However, in the 2019/20 Business Plan the Shareholder agreed to purchase 280 properties within Brent and Greater London and 80 properties within the Home Counties. This change was due to the significant challenges the Council has faced in placing families outside of

London. The Company has also experienced greater difficulty in tenancy and income management for Home Counties' properties. However, Housing Needs have advised there may be bespoke cases where Home Counties properties are required. Therefore, the Company has discretion to purchase Home Counties properties where there is demand.

- 6.10 This refinement will reduce sign up refusals and the number of appeals that the Council has to manage from customers housed outside the Borough.

Conveyancing

- 6.11 The time properties spend in conveyancing has been improving, although the average conveyancing period remains high at 112 days, against a target of 91 days. However, a recent review of conveyancing performance showed that the ability to meet targets is affected by a number of properties that have extended conveyancing periods owing to factors outside the control of the council such as complex chains and legal issues.

Refurbishment

- 6.12 Refurbishment performance has improved and is now in line with the business plan assumptions. For the financial year to date, the average time from acquisition to a compliant property handover is 63 calendar days. The business plan target is 66 calendar days.
- 6.13 i4B has a lettable standard document which outlines the standard that newly refurbished properties must meet. The document acts as a specification for refurbishment works. The standard outlines essential works that ensure the property is compliant with statutory standards. The Company takes a lifecycle approach to refurbishments. i4B carries out comprehensive high quality refurbishments in order to reduce future repair costs. For the same components, repair costs are typically 20-40% more expensive than refurbishment costs.
- 6.14 The government's Clean Growth Strategy aims that all homes achieve an Energy Performance Certificate (EPC) band C rating by 2030. The average of EPC rating of i4B properties is a rating of 68; this is band D but only one point off band C. The Board has set a target for all i4B dwellings to achieve band C by 2030.

Lettings Performance

- 6.15 Lettings performance is best in Brent. It takes 21 days to let properties in Brent. By contrast, Home Counties properties take 108 days to let.
- 6.16 Lettings performance is expected to increase as all hard to let four-bedroom Home Counties properties have been let. Moreover, the Company is increasing the amount of properties purchased in Brent.

Housing Management

- 6.17 In June 2018, rent collection was a critical issue. Rent collection rates in June were 65.97%. However, after serving breach of contract notices to Mears and

BHM, rent collection rates have increased. Pinnacle's rent collection rate for January 2019 was 86.56%, BHM's was 90.78%, and Mears' was 92.37%. The rent collection rate is now 90.19%. Further improvements are needed to reach the Business Plan target of 98.50%.

- 6.18 In all cases where a tenancy has ended due to the tenant moving or eviction the property has been outside Brent. This supports a strategy to invest in Brent homes unless bespoke dwellings are required outside the Borough.

7.0 Update on i4B Financial Performance

How i4B is funded

- 7.1 i4B is financed via a state-aid compliant loan from Brent Council. Brent Council borrows money to cover the initial £109m investment and then on lends this to i4B at a higher interest rate. The Council loans a minimum of 77% of the money to i4B and contributes in equity funding up to 25%. Income generated through rents is then used by i4B to repay the loan and fund the running costs of the company.
- 7.2 As of the latest business plan, i4B has £254.5m of agreed funding. £109m of for PRS phase 1, £74.5m of this has been spent, and £145.5m for PRS phase 2.

Current Financial Performance

- 7.3 The i4B business model is a going concern and is on course to break even on a cash basis after 30 years. A net yield of 1.1% allows properties to be purchased at an accelerated rate while maintaining i4B's ability to break even over 30 years.
- 7.4 The reduced rate of property purchases in 2018/19 due to a slow-down of the property market, has contributed to a reduction in gross rental income for 2018/19; £2.1m compared to the 2018/19 business plan forecast of £3.9m. This means that the Company is forecast to make a £1.6 million loss in 2018/19 (excluding depreciation) compared to a £644k loss forecast in the 2018/19 business plan.

Table 7 – Summary of i4B profit/ (loss) forecast in the 2018/19 and 2019/20 business plans for 300 properties in PRS Phase 1

	2017/18	2018/19	2019/20	2020/21	2021/22
	£'000	£'000	£'000	£'000	£'000
2018/19 Business Plan profit/(loss) excluding depreciation	-1,754	-664	554	583	613
2019/20 Business Plan profit/(loss) excluding depreciation	-1,550	-1,570	-790	210	240
Variance	204	-906	-1,344	-373	-373

8.0 Local Government Chronicle (LGC) Award

- 8.1 The Council and i4B were highly commended for an LGC award for Best Housing Initiative. The entry was successful against nominations from other local authorities. Judges said that i4B was:

“An excellent blend of public sector ethos being delivered through a commercial venture.”

9.0 FWH Background Information

- 9.1 First Wave Housing Limited (the ‘Company’ or ‘FWH’), formerly Brent Housing Partnership (‘BHP’) is a local authority owned company of the London Borough of Brent (‘LBB’, ‘the Council’), and is limited by guarantee. The Company is a registered provider of social housing.
- 9.2 Prior to 30 September 2017, LBB had a management contract with BHP to provide housing management services.
- 9.3 The Council terminated the management agreement with BHP, in relation to the Council housing stock, on 30 September 2017. The Council owned the majority of BHP’s property stock and the management of these was brought back into the Council with the creation of a new Brent Housing Management (BHM) department.
- 9.4 However, BHP owned properties in its own right. As a registered provider, BHP had access to grant funding that enabled it to buy and build its own properties. When the management agreement with BHP was terminated, ownership of BHP owned properties could not be easily transferred to the Council. Therefore, in October 2017, the Council made the decision to continue to own properties through a separate company but to re-name BHP as First Wave Housing Limited (FWH) and restructured the company. FWH now manages and owns the properties that were previously owned by BHP.
- 9.5 FWH has 329 tenanted properties. Of this 329, 170 are settled homes rates, 89 are at social rent rate, 25 are at intermediate rent, and 45 are at market rent. The annual rent roll is £4.2million. There are also two commercial properties within the portfolio.
- 9.6 Below is a breakdown of FWH properties by location

Table 8 – Location of FWH properties

Location	No. of properties
Brent	296
Barnet	11
Ealing	22

- 9.7 The Company has a Board of Directors that meet on a monthly basis to discuss company performance. The Board of the Company is chaired by independent voting Director Martin Smith. The other directors of the Company are:

- Independent board member Akintoye Durowoju;
- Councillor George Crane;
- Gail Tolley, the Strategic Director of Children and Young People; and
- Peter Gadsdon, the Director of Performance, Policy and Partnerships.

9.8 The Company has a Service Level Agreement (SLA) with the Council to support the Company's operations. Under the SLA, the Council provides corporate services such as governance services, financial services, and legal services. The Council's housing management service Brent Housing Management (BHM) provides FWH with services to support the Company's landlord function such as: housing management, repairs, and void management.

10.0 FWH Operational Performance

10.1 FWH has not purchased any new properties. Therefore, performance is only based on housing management.

10.2 For January 2019, the average time to re-let a property is 81 days. This is below performance standards. However, October, November, and January performance was 38, 53, and 41 days respectively. Underperformance can partly be explained by the fact that a high proportion of voids have required major works. Furthermore, in January, there were two market rented re-lets. Market re-lets typically take longer to let as FWH's market rented properties are typically of poorer quality compared to similar products on the market. Therefore, in the 2019/20 FWH Business Plan, the Council provided the Company with the flexibility to consider the product and rent level for each portfolio property on its re-let. In practice this flexibility will mean market rented accommodation would be considered for letting at local housing allowance levels to households through a nomination agreement between the Council and FWH. This will help assist the Council's homelessness agenda and reduce re-let times due to high demand. For non-market rented properties in order to bring re-let times down, operating processes have been integrated within the Council's procedural framework and it is expected that this will improve re-let times. BHM plan to develop more proactive ways of identifying void works to enable better coordination of void works.

10.3 Rent collection rates for the 2018/19 financial year to date are 98.03%. This is slightly below the target of 98.5%. Nevertheless, the current collection trend is positive, this indicates FWH is on track to achieve the end of year target of 98.5%.

10.4 100% of properties have valid CP12 certificates. FWH continues to deliver high compliance pertaining to gas safety. Operating processes are robust and focus on resident safety.

10.5 The percentage of routine repairs completed on time was 87% in January; this is below the target of 95%. However, between November 2018 and March 2019, 95% of repairs will be completed within timescale. A joint improvement plan is underway between the FWH, the Council, and Wates. This is aims to

deliver significant improvements to the responsive repairs and asset management service.

- 10.6 The FWH stock has not received investment for a number of years. FWH has delivered 2,700 repairs over the first eighteen months of its life. This is an average of six repairs per property; this is high for the industry. Three blocks appear to have greater repair requirements. The properties were built less than ten years ago and major works are already required. Works include reroofing, safety equipment reinstallation on the roof tops, lift renewal and weather protection for exposed deck access and stairwells. The company has allocated extra resource for capital works and s20 notices over the next three years. A 100% internal and external stock FWH condition survey is currently being carried out. Once completed, a comprehensive asset management plan will be drawn up.

11.0 FWH Financial Performance

- 11.1 The Company is profitable and finances are sound. Table 8 gives information on FWH's financial performance.

Table 9 – Financial Performance of FWH

	Actuals 17/18 £,000	Forecast 18/19 £,000	Comment
Turnover			
Rental Income	3,532	3,107	Net of 2% bad debt provision
Service Charge	51	-	No longer exists under FWH
Management Fees	27	-	No longer exists under FWH
Total Social Housing	3,610	3,107	
Market Rent	653	1,004	
Management and support service fees (including SLA fees and recharges)	36,082	-	No longer exists under FWH
Total Turnover	40,345	4,111	
Less: Void costs	-	21	
Net turnover	40,345	4,090	
Operating Costs			
Wages and salaries	3,099	-	These costs no longer exists under FWH
Agency costs	1,253	-	
Training	13	-	
Supplies and Services	5,809	-	
Property Maintenance Costs	27,401	336	Leasehold Service charges (£80k), Insurance (£63k), Responsive repairs (£144k), Stock condition survey (£43k), Valuation (£5.5k)
Depreciation	30	560	
Audit Fees	35	25	

SLA	-	564	
Total Operating Costs	37,640	1,485	
Operating Profit	2,705	2,605	
Less: Loan Interest Payable	2,114	2,076	
Add: Surplus on revaluation of properties	214	-	
Profit before tax	805	529	

12.0 i4B and FWH Customer Satisfaction

- 12.1 BMG Research Group have conducted a text/telephone survey of i4B and FWH tenants. The i4B survey had 38 respondents and the FWH survey had 101. The report found that satisfaction levels for both companies are below that of top performing landlords. Overall satisfaction was 72% for i4B tenants and 52% for FWH tenants. Council tenants' satisfaction levels were 59%.
- 12.2 BHM is currently undertaking a number of projects to improve tenant satisfaction. This includes the rollout of new Microsoft Dynamics modules, the creation of Customer Experience Panel and a new Customer Portal. In addition, the Council and Wates are working together to improve operational processes in order to create a better customer experience.
- 12.3 Both i4B and FWH are also looking at how they can engage with tenants. This will involve the creation of company websites as well as bi-annual newsletters to tenants.

13.0 How i4B and FWH fit into the wider housing service

- 13.1 Both i4B and FWH provides accommodation to people who would otherwise be on the housing waiting list. i4B allows the Council to use PRS accommodation to discharge its homeless duty to homeless households. Therefore, i4B is a key source of continual revenue savings for the housing service.
- 13.2 The Council aims to deliver 1,000 new units of affordable housing per year in Brent, through the various delivery routes. Alongside direct delivery by the Council funded by the Housing Revenue Account and the sale or granting of land for development to Registered Providers, i4B and FWH are two of several funding and delivery routes to achieve this target.
- 13.3 Throughout 2019/2020, i4B and FWH will work with the Council's planning and finance teams to develop an opportunity to purchase a block of 153 units for key worker accommodation. The companies will also work in partnership with the Council's housing supply and partnerships team. The Council's housing supply and partnership team will commission research into demand for key worker accommodation, how it should be targeted and rent levels that are proportionate to salaries of key workers in Brent.

14.0 Opportunities for alignment between FWH and i4B

- 14.1 The Council has carried out some initial work to explore potential benefits of aligning the two companies. This has involved considering three provisional options: merging i4B into FWH or FWH into i4B or merging the two companies into a groups structure.
- 14.2 The Council is currently undertaking an analysis of the benefits of the options outlined above in order to inform recommendations for the future structure of i4B and FWH.

Report sign off:

PETER GADSDON

Director of Performance, Policy, and Partnerships

Housing Scrutiny Committee Work Programme 2018-19

Thursday 12 July 2018

Agenda Rank	Item	Objectives for Scrutiny	Cabinet Member/Chair	Attendees
1.	Capital Programme Overruns	<ol style="list-style-type: none"> 1. To improve the committee's understanding of why overruns occur in the Capital Programme 2. To assess the impact of overruns for the council and residents 3. To scrutinise the ongoing work to reduce these 	Cllr Eleanor Southwood – Lead Member for Housing and Welfare Reform/Cllr Janice Long – Chair of the Housing Scrutiny Committee	<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.	Resident Engagement	<ol style="list-style-type: none"> 1. To improve the committee's understanding of the resident engagement approach 2. To assess performance to date in this area and areas for further improvement 	Cllr Eleanor Southwood – Lead Member for Housing and Welfare Reform/Cllr Janice Long – Chair of the Housing Scrutiny Committee	<ol style="list-style-type: none"> 1. Phil Porter, Strategic Director Community Wellbeing; 2. Hakeem Osinaike, Operational Director Housing; 3. Troy Francis, Head of Housing Management Services; 4. Minesh Patel, Head of Finance

3.	Estate Parking	<ol style="list-style-type: none"> 1. To review the current position on estate parking 2. To scrutinise future changes and the potential impact for residents and the borough 	<p>Cllr Eleanor Southwood – Lead Member for Housing and Welfare Reform/Cllr Janice Long – Chair of the Housing Scrutiny Committee</p>	<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.	Scrutiny 2017/18 Annual Report and Work Programme 2018-19	<ol style="list-style-type: none"> 1. Committee to review the 2017-18 annual report and the work programme for 2018-19 	<p>Cllr Eleanor Southwood – Lead Member for Housing and Welfare Reform/Cllr Janice Long – Chair of the Housing Scrutiny Committee</p>	N/A
5.	Forward Plan	<ol style="list-style-type: none"> 1. The Committee to review the Forward Plan (housing element). 	<p>Cllr Eleanor Southwood – Lead Member for Housing and Welfare Reform/Cllr Janice Long – Chair of the Housing Scrutiny Committee</p>	N/A

Thursday 13 September 2018

Agenda	Item	Objectives for Scrutiny	Cabinet Member/Member	Attendees
1.	Allocations Policy (including for Care Leavers)	<ol style="list-style-type: none"> 1. To scrutinise the allocations policy 2. To gain an understanding of how the policy works in practice – including for Care Leavers 3. To review performance 	Cllr Eleanor Southwood – Lead Member for Housing and Welfare Reform/Cllr Janice Long – Chair of the Housing Scrutiny Committee	<ol style="list-style-type: none"> 1. Phil Porter, Strategic Director Community Wellbeing; 2. Hakeem Osinaike - Operational Director Housing; 3. Laurence Coaker, Head of Housing Needs; 4. Minesh Patel, Head of Finance
2.	Grounds Maintenance (Estates)	<ol style="list-style-type: none"> 1. Scrutinise the approach to Grounds Maintenance on Estates 2. Review contract management 3. Gain an overview of current challenges and work underway to address these 	Cllr Eleanor Southwood – Lead Member for Housing and Welfare Reform/Cllr Janice Long – Chair of the Housing Scrutiny Committee	<ol style="list-style-type: none"> 1. Phil Porter, Strategic Director Community Wellbeing; 2. Hakeem Osinaike, Operational Director Housing; 3. Troy Francis - Head of Housing Management

				<p>Services</p> <p>4. Minesh Patel, Head of Finance</p>
3.	Landlord Licensing	<ol style="list-style-type: none"> 1. To review the objectives and performance of the landlord licensing scheme 2. To review enforcement action undertaken 3. To understand future plans for this area 	<p>Cllr Eleanor Southwood – Lead Member for Housing and Welfare Reform/Cllr Janice Long – Chair of the Housing Scrutiny Committee</p>	<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. Minesh Patel, Head of Finance
4.	Scrutiny Committee's Work Programme 2018-19	<ol style="list-style-type: none"> 1. The report updates Members on the Committee's Work Programme for 2018-19 	<p>Cllr Eleanor Southwood – Lead Member for Housing and Welfare Reform/Cllr Janice Long – Chair of the Housing Scrutiny Committee</p>	N/A
5.	Forward Plan	<ol style="list-style-type: none"> 1. The Committee to review the Forward Plan (housing element). 	<p>Cllr Eleanor Southwood – Lead</p>	N/A

			Member for Housing and Welfare Reform/Cllr Janice Long – Chair of the Housing Scrutiny Committee	
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Agenda	Item	Objectives for Scrutiny	Cabinet Member/Member	Attendees
1.	Asset Management Strategy	<ol style="list-style-type: none"> 1. Scrutinise use of existing assets 2. Explore the future strategy for Brent 	Cllr Eleanor Southwood – Lead Member for Housing and Welfare Reform/Cllr Janice Long – Chair of the Housing Scrutiny Committee	<ol style="list-style-type: none"> 1. Phil Porter, Strategic Director Community Wellbeing; 2. Hakeem Osinaike, Operational Director Housing; 3. Sean Gallagher, Head of Property Services; 4. Minesh Patel, Head of Finance
2.	Fire Safety	<ol style="list-style-type: none"> 1. Evaluate progress on recommendations from the Task and Finish Group (17/18) 2. Improved awareness of the mitigation measures in place for civil emergencies; 3. Responding to wider public interest 	Cllr Eleanor Southwood – Lead Member for Housing and Welfare Reform/Cllr Janice Long – Chair of the Housing Scrutiny Committee	<ol style="list-style-type: none"> 1. Phil Porter, Strategic Director Community Wellbeing; 2. Hakeem Osinaike, Operational Director Housing; 3. John Magness, Head of Housing Supply and Partnerships; 4. Minesh Patel, Head of Finance

3.	Housing Revenue Account (alignment and rent setting)	1. Pre-scrutiny of decision	Cllr Eleanor Southwood – Lead Member for Housing and Welfare Reform/Cllr Janice Long – Chair of the Housing Scrutiny Committee	<ol style="list-style-type: none"> 1. Phil Porter, Strategic Director, Community and Wellbeing; 2. Hakeem Osinaike, Operational Director Housing; 3. Minesh Patel, Head of Finance
4.	Terms of Reference - Task Group Service Provision on Housing Estates	1. Terms of Reference to be discussed and agreed	Cllr Eleanor Southwood – Lead Member for Housing and Welfare Reform/Cllr Janice Long – Chair of the Housing Scrutiny Committee	<ol style="list-style-type: none"> 1. Phil Porter, Strategic Director, Community and Wellbeing; 2. Hakeem Osinaike, Operational Director Housing; 3. Minesh Patel, Head of Finance
5.	Scrutiny Committee's Work Programme 2018-19	1. The report updates Members on the Committee's Work Programme for 2018-19	Cllr Eleanor Southwood – Lead Member for Housing and Welfare Reform/Cllr Janice Long – Chair of the Housing Scrutiny Committee	N/A

6.	Forward Plan	1. The Committee to review the Forward Plan (housing element).	Cllr Eleanor Southwood – Lead Member for Housing and Welfare Reform/Cllr Janice Long – Chair of the Housing Scrutiny Committee	N/A
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Thursday 6 February 2019

Agenda	Item	Objectives for Scrutiny	Cabinet Member/Member	Attendees
1. Page 97	Brent based Registered Providers (RP) delivery of social housing	<ol style="list-style-type: none"> 1. Gain an overview of the performance of Registered Providers based on the priorities of the service 2. Scrutinise welfare issues addressed by RP (methods, means, and areas of collaboration with LBB) 3. Review performance measures 4. Review conversions from social to affordable housing 	Cllr Eleanor Southwood – Lead Member for Housing and Welfare Reform/Cllr Janice Long – Chair of the Housing Scrutiny Committee	<ol style="list-style-type: none"> 1. Phil Porter, Strategic Director Community Wellbeing; 2. Hakeem Osinaike, Operational Director Housing; 3. Laurence Coaker, Head of Housing Needs; 4. Minesh Patel, Head of Finance
2.	Welfare Reform and Homelessness (including the Homelessness Reduction Act)	<ol style="list-style-type: none"> 1. Scrutinise the impact of Welfare Reform on Homelessness in the borough 2. Scrutinise the Council's readiness for the challenges presented 3. Scrutinise implementation and impact of the Homelessness Reduction Act in Brent 4. Review the Supported People 	Cllr Eleanor Southwood – Lead Member for Housing and Welfare Reform/Cllr Janice Long – Chair of Housing Scrutiny Committee	<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

		budget		
3.	Performance Update	<ol style="list-style-type: none"> 1. Scrutinise performance across the service 2. Review strengths and areas for further improvement 	Cllr Eleanor Southwood – Lead Member for Housing and Welfare Reform/Cllr Janice Long – Chair of Housing Scrutiny Committee	<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
Page 98	Housing Complaints	<ol style="list-style-type: none"> 1. To scrutinise complaints relating to the Housing Service 2. To understand the strengths and gaps 3. To gain an overview of the work that is underway to close the gaps 	Cllr Eleanor Southwood – Lead Member for Housing and Welfare Reform/Cllr Janice Long – Chair of the Housing Scrutiny Committee	<ol style="list-style-type: none"> 1. Phil Porter, Strategic Director, Community and Wellbeing; 2. Hakeem Osinaike, Operational Director Housing; 3. Troy Francis, Head of Housing Management Services; 4. Minesh Patel, Head of Finance
5	Scrutiny Committee's Work Programme 2018-19	<ol style="list-style-type: none"> 1. The report updates Members on the Committee's Work Programme for 2018-19 	Cllr Eleanor Southwood – Lead Member for Housing and Welfare Reform/Cllr Janice Long – Chair of the Housing Scrutiny Committee	N/A
6.	Forward Plan	<ol style="list-style-type: none"> 1. The Committee to review the Forward Plan (housing element). 	Cllr Eleanor Southwood – Lead Member for Housing	N/A

			and Welfare Reform/Cllr Janice Long – Chair of the Housing Scrutiny Committee	
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27 March 2019

Agenda	Item	Objectives for Scrutiny	Cabinet Member/Member	Attendees
1.	Disabled Facilities and Small Works Grants Distribution	<ol style="list-style-type: none"> 1. To scrutinise approach and outcomes delivered 2. To review how performance in this area is measured 	Cllr Eleanor Southwood – Lead Member for Housing and Welfare Reform/Cllr Janice Long – Chair of the Housing Scrutiny Committee	<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.	New CRM System	<ol style="list-style-type: none"> 1. Scrutinise management and usage of the new CRM system 2. Review performance and customer feedback 3. Scrutinise links with the wider Housing Service 	Cllr Eleanor Southwood – Lead Member for Housing and Welfare Reform/Cllr Janice Long – Chair of the Housing Scrutiny Committee	<ol style="list-style-type: none"> 1. Phil Porter, Strategic Director, Community Wellbeing; 2. Hakeem Osinaike, Operational Director Housing; 3. Troy Francis, Head of Housing Management Services 4. Minesh Patel, Head of Finance

3. Page 101	I4B & FWH	<ol style="list-style-type: none"> 1. Scrutinise impact on housing 2. Review locations and quality of housing 3. Review the impact on the waiting list 	Cllr Eleanor Southwood – Lead Member for Housing and Welfare Reform/Cllr Janice Long – Chair of the Housing Scrutiny Committee	<ol style="list-style-type: none"> 1. Phil Porter, Strategic Director, Community Wellbeing; 2. Hakeem Osinaike, Operational Director Housing; 3. Laurence Coaker, Head of Housing Needs 4. Minesh Patel, Head of Finance
5.	Scrutiny Committee's Work Programme 2018-19	<ol style="list-style-type: none"> 1. The report updates Members on the Committee's Work Programme for 2018-19 	Cllr Eleanor Southwood – Lead Member for Housing and Welfare Reform/Cllr Janice Long – Chair of the Housing Scrutiny Committee	N/A
6.	Forward Plan	<ol style="list-style-type: none"> 1. The Committee to review the Forward Plan (housing element). 	Cllr Eleanor Southwood – Lead Member for Housing	N/A

			and Welfare Reform/Cllr Janice Long – Chair of the Housing Scrutiny Committee	
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25 April 2019

Agenda	Item	Objectives for Scrutiny	Cabinet Member/Member	Attendees
1.	Tackling ASB	<ol style="list-style-type: none"> 1. Scrutinise approach to tackling ASB on Estates 2. Review links to wider ASB challenges in the borough 	Cllr Eleanor Southwood – Lead Member for Housing and Welfare Reform/Cllr Janice Long – Chair of the Housing Scrutiny Committee	<ol style="list-style-type: none"> 1. Phil Porter, Strategic Director Community Wellbeing; 2. Hakeem Osinaike, Operational Director Housing; 3. Rep from Public Protection (tbc); 4. Minesh Patel, Head of Finance.
2.	Rent Arrears (including Registered Providers)	<ol style="list-style-type: none"> 1. Scrutinise the level of rent arrears 2. Review location and trends 3. Explore actions in place to tackle these arrears 4. Explore approach to evictions 	Cllr Eleanor Southwood – Lead Member for Housing and Welfare Reform/Cllr Janice Long – Chair of the Housing Scrutiny Committee	<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 (tbc).
3.	Fire Safety	<ol style="list-style-type: none"> 1. Evaluate fire safety in council housing 2. Improved awareness of the mitigation measures in place for civil emergencies 	Cllr Eleanor Southwood – Lead Member for Housing and Welfare Reform/Cllr Janice Long – Chair of the Housing Scrutiny Committee	<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	Service Provision on Housing Estates Task Group	1. Scrutinise the findings and recommendations from the scrutiny task group – Service Provision on Housing Estates	Cllr Eleanor Southwood/ Cllr Janice Long – Chair of Housing Scrutiny Committee	1. Phil Porter, Strategic Director Community Wellbeing; 2. Hakeem Osinaike, Operational Director Housing; 3. Minesh Patel, Head of Finance
4	Draft Tackling Financial Exclusion Strategy¹			4.
5	Scrutiny Committee's Work Programme 2018-19	1. The report updates Members on the Committee's Work Programme for 2018-19	Cllr Eleanor Southwood – Lead Member for Housing and Welfare Reform/Cllr Janice Long – Chair of the Housing Scrutiny Committee	N/A

¹ Item added on 14/03/19 as per Jackie Barry-Pursell's request

6.	Forward Plan	1. The Committee to review the Forward Plan (housing element).	Cllr Eleanor Southwood – Lead Member for Housing and Welfare Reform/Cllr Janice Long – Chair of the Housing Scrutiny Committee	N/A
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LONDON BOROUGH OF BRENT

FORWARD PLAN OF KEY DECISIONS

for the period 3 April 2019 to 31 July 2019



The Forward Plan is a list of forthcoming decisions and provides at least **28 days'** notice of the following:

- all decisions to be taken by the Cabinet and Cabinet Committees; and
- key decisions taken by Council Officers and the West London Economic Prosperity Board.

A key decision is defined by regulations as a decision which relates to an executive function and which is likely:

- a. to result in the local authority incurring expenditure which is, or the making of savings which are significant, having regard to the local authority's budget for the service or function to which the decision relates; or
- b. to be significant in terms of its effects on communities living or working in an area comprising two or more wards or electoral divisions in the area of the local authority.

All decisions taken by the Cabinet and Cabinet Committees and key decisions taken by Council Officers can be called-in by Councillors before they are implemented. If a decision is called-in, a Scrutiny Committee made up of non-Cabinet Members will meet to consider the decision within 15 working days of the decision being made. The original decision-maker will then take into account the recommendations of this Scrutiny Committee before choosing to either implement or change the decision. The exact date when the recommendations of the Scrutiny Committee are to be re-considered by the Cabinet, Cabinet Committee or Officer (as the case may be) can be obtained from Governance Services.

Members of the public are entitled to see the reports that will be relied on when a decision is taken unless they contain confidential or exempt information under the Local Government Act 1972. Reports will be published on the Council's website at least five clear working days before the date the decision is due to be taken. Paper copies can also be obtained from Governance Services, Brent Civic Centre, Engineers Way, Wembley, Middlesex, HA9 0FJ, telephone 020 8937 2063/1355 or via e-mail to committee@brent.gov.uk.

Should you wish to make representations regarding any matter listed or want to request that an exempt report should be considered in public, please email Governance Services at committee@brent.gov.uk or telephone 020 8937 2063/1355 at least one week before the decision is to be taken. Your representations and the Council's response will be published on the Council's website at least 5 working days before the Cabinet/ Cabinet Committee meeting or date of the scheduled Officer decision.

The current membership of the Cabinet is as follows:

[Cllr Butt](#) (Leader)

[Cllr McLennan](#) (Deputy Leader)

[Cllr Hirani](#) (Public Health, Culture & Leisure)

[Cllr Farah](#) (Adult Social Care)

[Cllr Southwood](#) (Housing and Welfare Reform)

[Cllr Tatler](#) (Regeneration, Highways & Planning)

[Cllr M Patel](#) (Children's Safeguarding, Early Help and Social Care)

[Cllr Krupa Sheth](#) (Environment)

[Cllr Agha](#) (Schools, Employment & Skills)

[Cllr Miller](#) (Community Safety)

Publication Date: March 2019

email: committee@brent.gov.uk
Tel: 020 8937 2063/1355

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Any representations must be made to the following officer at least 1 week before the decision is to be made
March					
<p>Gateway to Support Services To provide authority:</p> <p>A) Agreed To procure a contract for a “Gateway to Support Services” Hub. The Hub will provide a focal point of access to all advocacy services, carers support service and Social Isolation preventative service. It will also deliver information, advice, guidance and more specialist interventions.</p> <p>B) Pending To Award contract at a later stage after evaluation process.</p> <p>KEY</p> <p>Report: Part exempt</p>	Strategic Director, Community Well-being	Strategic Director, Community Well-being	Lead Member for Adult Social Care (Councillor Harbi Farah)	Not before 1 Mar 2019	Operational Director, Adult Social Care Tel: 020 8937 6168 helen.woodland@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Any representations must be made to the following officer at least 1 week before the decision is to be made
Authority to award contract for Street Lighting Maintenance Report seeks authority to award contract for the street lighting maintenance contract due to commence on 01/04/19 KEY Report: Part exempt	Strategic Director, Regeneration and Environment	Strategic Director, Regeneration and Environment	Lead Member for Environment (Councillor Krupa Sheth)	Not before 1 Mar 2019	Head of Parking and Lighting Tel: 020 8937 2979 gavin.f.moore@brent.gov.uk
Authority to award a contract to Developer Partner for the Land Chippenham Gardens Authority to award a contract to Developer Partner for the Land Chippenham Gardens KEY Report: Part exempt	Strategic Director, Regeneration and Environment	Strategic Director, Regeneration and Environment	Lead Member for Regeneration, Highways, Planning (Councillor Shama Tatler)	Not before 11 Mar 2019	Senior Project Manager, Estate Regeneration Tel: 020 8937 1621 Marie.Frederick@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Any representations must be made to the following officer at least 1 week before the decision is to be made
<p>Harlesden Neighbourhood Plan</p> <p>a) Decision taken (Cabinet, 16 July 2018)</p> <p>Harlesden Neighbourhood Plan</p> <p>b) Decision Pending (to be taken by the Strategic Director of Regeneration and Environment in consultation with the Lead Member for Regeneration, Highways, Planning)</p> <p>To provide authority to approve:</p> <p>a) publication of the Council's decision notice;</p> <p>b) updates to the Harlesden Neighbourhood Plan to reflect the Examiner's recommended modifications;</p> <p>c) undertaking of a referendum; and</p> <p>d) subject to the majority voting in favour of the Plan at referendum, the Plan being adopted.</p> <p>KEY</p> <p>Report: Open</p>	Strategic Director, Regeneration and Environment	Strategic Director, Regeneration and Environment	Lead Member for Regeneration, Highways, Planning (Councillor Shama Tatler)	Not before 22 Mar 2019	Principal Planner in Policy and Projects Tel: 020 8937 5301 claire.jones@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Any representations must be made to the following officer at least 1 week before the decision is to be made
April					
<p>Review of the Voluntary and Community Sector To present the findings and recommended next steps from a review of the voluntary and community sector.</p> <p>Reason for deferral: Decision Deferred from 11 February 2019 to 15 April 2019 to allow further work to be completed to develop proposals and engage key stakeholders.</p> <p>Previously titled: Governance arrangements for Brent's network of Community Hubs</p> <p>KEY Report: Open</p>	Cabinet	Director, Performance, Policy and Partnerships	Lead Member for Public Health, Culture and Leisure (Councillor Krupesh Hirani)	15 Apr 2019	Head of Strategy and Partnerships Tel: 020 8937 1045 pascoe.sawyers@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Any representations must be made to the following officer at least 1 week before the decision is to be made
Highways Capital Scheme Programme 2019-20 To approve the Highways Capital Scheme Programme 2019-20 KEY Report: Open	Cabinet	Strategic Director, Regeneration and Environment	Lead Member for Regeneration, Highways, Planning (Councillor Shama Tatler)	15 Apr 2019	Head of Highways and Infrastructure Tel: 020 8937 5151 tony.kennedy@brent.gov.uk
Regionalisation of adoption To agree the arrangements of Regionalisation of adoption services. Reason for deferral from January to March 2019 Cabinet : Item deferred to allow officers to undertake further work on the business case with other local authority partners. KEY Report: Open	Cabinet	Strategic Director, Children and Young People	Lead Member for Children's Safeguarding, Early Help and Social Care (Councillor Mili Patel)	15 Apr 2019	Operational Director Integration & Improved Outcomes Tel: 020 8937 4456 nigel.chapman@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Any representations must be made to the following officer at least 1 week before the decision is to be made
<p>Future use of Roundwood Centre for alternative education/ youth provision To discuss potential options for future use of Roundwood Centre for alternative education/ youth provision.</p> <p>Reason for deferral from March to April 2019 Cabinet: Officers awaiting additional information from central government.</p>	Cabinet	Strategic Director, Children and Young People	Lead Member for Children's Safeguarding, Early Help and Social Care (Councillor Mili Patel)	15 Apr 2019	Operational Director Integration & Improved Outcomes Tel: 020 8937 4456 nigel.chapman@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Any representations must be made to the following officer at least 1 week before the decision is to be made
<p>Approval to terminate the high value works contract for the expansion of Elsley Primary School</p> <p>This report seeks Cabinet approval to terminate the existing high value works contract with Lakehouse Contracts for the expansion of Elsley Primary School on the grounds of contractor insolvency.</p> <p>Cabinet is recommended to:</p> <ul style="list-style-type: none"> • Approve the termination of a high value works contract with Lakehouse Contracts for the expansion of Elsley Primary School. <p>Note the current status of the contract, in particular that the school is and will remain in operation</p> <p>Note that officers will award one or more low/medium value contracts to ensure all outstanding works are completed</p> <p>KEY</p> <p>Report: Part exempt</p>	Cabinet	Strategic Director, Resources	Deputy Leader (Councillor Margaret McLennan)	15 Apr 2019	Programme Manager, Inward Investment and Capital Delivery Tel: 020 8937 3227 cheryl.andani@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Any representations must be made to the following officer at least 1 week before the decision is to be made
May (provisional date)					
<p>Allocations Policy To agree a revised Allocation Scheme for implementation by 1 April 2019.</p> <p>Reason for deferral from March to May 2019 Cabinet: To enable further review of the policy.</p> <p>Related decisions: Individual Cabinet Member Decision - Consultation regarding review of Housing Allocations Policy – 8 November 2018</p> <p>KEY Report: Open</p>	Cabinet	Strategic Director, Community Well-being	Lead Member for Housing and Welfare Reform (Councillor Eleanor Southwood)	20 May 2019	Head of Housing Needs Tel: 020 8937 2788 laurence.coaker@brent.gov.uk
<p>Resident Ballot in South Kilburn To agree the landlord offer in relation to the residents ballot. Decision on how to increase social housing outputs in South Kilburn</p> <p>KEY Report: Part exempt</p>	Cabinet	Strategic Director, Regeneration and Environment	Lead Member for Regeneration, Highways, Planning (Councillor Shama Tatler)	20 May 2019	Senior Project Manager, Estate Regeneration Tel: 020 8937 1650 emma.sweeney@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Any representations must be made to the following officer at least 1 week before the decision is to be made
The CYP Willesden Centre for Health & CCG Civic Centre Occupations A paper to discuss the CYP Willesden Centre for Health & CCG Civic Centre Occupations KEY Report: Open	Cabinet	Strategic Director, Resources	Deputy Leader (Councillor Margaret McLennan)	20 May 2019	Director of Property & Assets nick.ljustina@brent.gov.uk
Financial Outturn Report 2018/19 To note the financial outturn position and the actions being taken to manage the issues arising. KEY Report: Open	Cabinet	Chief Finance Officer	Deputy Leader (Councillor Margaret McLennan)	20 May 2019	Head of Finance Tel: 020 8937 1731 benjamin.ainsworth@brent.gov.uk

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