



## Housing Scrutiny Committee

**Thursday 25 April 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](mailto:Nikoleta.Nikolova@brent.gov.uk)

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**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 a of a person from whom you have received gifts or hospitality of at least £50 as a member in the municipal year;

or

A decision in relation to that business might reasonably be regarded as affecting 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 existence and nature of any relevant disclosable pecuniary, personal or prejudicial interests in the items on this agenda and to specify the item/s to which that interest relates.

**3 Minutes of the previous meeting** 1 - 8

To approve the attached minutes from the previous meeting on 27 March 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 any petitions from members of the public, in accordance with Standing Order 66.

**7 Tackling Anti-Social Behaviour**

Report to follow

**8 Rent Arrears (including Registered Providers)**

Report to follow

**9 Fire Safety**

Report to follow

**10 Draft Tackling Financial Exclusion Strategy** 9 - 38

The report presents the draft tackling financial exclusion strategy and delivery plan and outlines the proposed next steps in the process.

**11 Service Provision on Housing Estates Task Group** 39 - 66

The report updates committee members with the report from the members' overview and scrutiny task group which was set up to review service provision on estates in Brent.

**12 Work Programme 2018/19** 67 - 84

**13 Forward Plan** 85 - 98

**14 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: N/A**



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 27 March 2019 at 6.00 pm

**PRESENT:** Councillor Long (Chair), Councillor Maurice (Vice-Chair), Councillors Aden, Ethapemi, Hassan, Kennelly, Stephens and Jaeger (co-opted member)

Also Present: Councillor Southwood (Lead Member for Housing and Welfare Reform)

### 1. **Apologies for absence and clarification of alternate members**

Apologies for absence were received from Cllr Johnson

### 2. **Declarations of interests**

The follow declarations of interest were made:

- i. Peter Gadsdon (Director of Performance, Policy and Partnerships) declared a personal interest in relation to item 9 as a Director on i4B and First Wave Housing
- ii. Karin Jaeger (co-opted member) declared a personal interest in relation to item 7 due to a possible minor adaptation (stairs) being fitted at her house.

### 3. **Minutes of the previous meeting**

The minutes of the previous meeting held on 6 February 2019 were approved as an accurate record of the meeting.

### 4. **Matters arising (if any)**

The following matters arising were raised at the meeting:

- Housing webpages had been updated as requested by the Committee at the previous meeting. However, issues with a planning applications link (instead of licensing) and insufficient information on tenants still to be addressed and updated accordingly.
- An update on resolved cases to be shared with the Committee
- Automatic response to emails as agreed at the previous Committee meeting had been drafted and request had been sent to the Council's Webteam to implement the changes.
- Role and impact of Credit Unions in Brent to be discussed at the next committee meeting as part of the Financial Inclusion item.
- Report on progress with parking on council estates due to be discussed at the Council's Policy Coordination Group in July 2019

### 5. **Deputations (if any)**

None.

## 6. Petitions (if any)

In accordance with Standing Order 66 from the Council Constitution the committee heard a petition from Ms Suzanne Banton, Brent resident, who objected to the installation of smart meters, lack of proper insulation and major construction work carried out at Landau and Joules Houses. In her presentation, Ms Banton outlined the following key points:

- Lack of consultation prior to commencement of works
- Lack of direct resident engagement
- Lack of adequate information and support
- Lack of consideration of residents' personal/health circumstances

The Chair thanked Ms Banton for her presentation and opened up the debate. The following points were raised by Members:

- Concerns about the methods of consultation
- Need for improved methods of communication and engagement with residents to ensure residents were adequately supported.
- Need for a comprehensive and sufficiently detailed information to be provided to residents.
- Need for consideration of alternative options where appropriate
- Concerns about impact of new heating system with residents being moved from an old to a new billing arrangements following installation of smart meters
- Due regard needs required on residents' needs and the potential impact of any major works.
- Need for a better system for measuring progress of works and utilisation of appropriate safeguarding measures.
- Need for review of the effectiveness of the role of the resident liaison officer.

Officers responded to the points raised above and sought to address the resident and members' concerns. Peter Winchcombe (Compliance Manager, Housing Management Property) stated that the petition related to installation of pipes and smart meters at Landau and Joules Houses, which was meant to be completed 16 weeks ago but had been delayed due to issues with obtaining access some of the residents' homes. A number of meetings had been held with on site to inform residents of the works and the site set up was open to residents to ask questions if necessary. The complexity of the works was offset by the residents' circumstances and a resident liaison officer (RLO) was on site to help with any queries and provide effective support to residents.

Responding to concerns about the new billing system resulting from installation of the smart meters, Mr Winchcombe stated that benefit outweighed the disadvantages, with smart meters expected to provide residents up to date information of usage and allow for a better management of their heating bills.

Hakeem Osinaike (Operational Director Housing) added that carrying of major works was a legal requirement for the Council and was being done on a regular

basis. However, he acknowledged the poor level of consultation and added that plans for improvement would be put in place. It was explained that a planned resident consultation meeting would be re-scheduled to a later date to allow for at least 3 weeks' advance notice. Venue and timings of the meeting would also be reconsidered to ensure it is suitable and inclusive of all residents.

**RESOLVED:**

- i. That the contents of the petition presented by Ms Banton be noted
- ii. That concerns raised by the petition be addressed and appropriate action be taken by Housing Management including further consultation, resident engagement and consideration of alternative arrangements where appropriate.
- iii. That adequate measures be put in place to ensure that works are completed within the agreed timescales

*Following this item, the order of the agenda was amended as set up below.*

**9. Invest 4 Brent (i4B) and First Wave Housing (FWH)**

Martin Smith (Chair of i4B and First Wave Housing) introduced the item which provided members with an update on i4B Holdings Ltd and First Wave Housing Ltd performance on progress in implementing their respective business plans. He noted that both companies were in good position but stronger focus on variance required to ensure optimization of assets.

Spotlighting firstly on First Wave Housing (FWH), Mr Smith explained that this was a virtual company all of which functions were carried by the Council. As such FWH was a valuable resource in tackling a number of housing issues. The business was mature with stable performance and a current property portfolio of 45 market rent properties. Areas where further work was required included rent rationalisation and better asset management and maintenance schedule. A number of properties were expected to be sold over the next few months.

Invest 4 Brent (i4B) on the other hand was a relatively new creation, operating for approximately 18 months and established specifically to reduce the Council's spending on temporary accommodation. At its heart was the principle of providing good quality accommodation to residents at affordable prices. Whilst also a virtual company, unlike FWH, i4B was limited by shares and borrowed money from the Council in order to acquire properties. To date i4B owned nearly 240 properties, which was a sizable viability given the short period of time the company had been in existence. Future plans for i4B included further focus on growth in order to ensure the financial stability of the company as well as more diversification of properties.

Members welcomed the presentation and in the discussion which followed raised the following main points.

A number of options seeking to explore the potential benefits of aligning the i4B and FWH had been explored. However, following analysis of these options, it had been agreed that merger plans between i4B and FWH be suspended at this stage due to differences in legal entities and lack of a mutually beneficial grounds between the two companies. Members were informed that a merger was also not currently viable

the Council as doing so would entail transferring of properties and payments of enhanced values. The decision would be kept under continuous review and be revisited again at an appropriate time in the future.

The Committee sought clarification on tenancy types and what information was given to residents. Five different tenancies existed within FWH with no plans to change the rent or agreements at this stage. With regards to i4B, Mr Smith explained that all i4B properties were dedicated to reduction of temporary accommodation and all tenants were informed that they would be considered tenants to a private landlord. Upon taking on the tenancy residents were advised of who their management agent was and provided an information pack. Should they were to become homeless they would have to apply to the Council and go onto the housing register or declare themselves homeless.

Offers of i4B properties to homeless families were made through a discharge of council duties. Some properties were turned away due to type of property or area they were situated in. A number of offers were also turned down due to a preference over social housing accommodation or due to reservations from private tenancies. This was to an extent a common misconception, despite the fact that i4B tenants were considered council tenants. It was intended that overtime the good reputations of companies like i4B would help resolve some of the scepticism tenants may be having.

Long term plans for refurbishment of blocks were factored in the financial plan. Need for refurbishment had also been identified from direct visual evidence during inspections as well as the recently carried stock condition survey. A total of 20 homes, including Granville and Canterbury Houses in South Kilburn, had been identified in need of major works (Section 20 of the Landlord and Tenant Act 1985).

Responding to a query on roads and pavements near Grunwick Close, part of a private development owned by FWH, a Member enquired about the issues with pavement parking and lack of parking enforcement and whether there was a possibility for the Council to consider adopting these. Whilst a specific response could not be provided at the meeting, officers agreed to investigate the matter further.

Rent collection was fundamental in the running and maintenance of i4B and FWH properties. Addressing the accumulated rent arrears, however, Members heard that, unlike FWH which had a steady and stable rent collection mode, insufficient time had been spent on designing the process of signing up tenants for i4B, thus making the process inefficient and cumbersome. Some improvements through BHM had been made and current rent collection was just under the 90% target.

An area of concern for both officers and committee was the upcoming rollout of Universal Credit (UC) and its potential impact on i4B/FWH rent collection. A high proportion of residents were new tenants who were also in receipt of UC, which in turn was likely to lead to delays in payment processing. Officers advised that in situations where payments could not be obtained, the Council would seek enforcement action in the form of warnings and court orders.



In terms of eviction rates, the Committee that was assured that these were generally low and tended to be in properties outside of Brent. There had been no evictions in FWH properties and only 5 voids in the last two years.

Spotlighting on key workers housing, members sought to ascertain how this was defined in Brent and what arrangements were in place to secure suitable accommodation. Officers advised that Cabinet had given approval for the Council to negotiate the purchase of properties within the Quintain estate portfolio at a discounted rate and this was in progress. The general control of the purchased properties, however, would sit under i4B and since i4B was a private company, exact allocation of properties could not be followed and availability specifically to key workers could not be guaranteed.

The Chair thanked Mr Smith for his presentation to the Committee.

**RESOLVED:**

- i. That the contents of the i4B Holdings Ltd and First Wave Housing Ltd update report and accompanying presentation be noted.

**7. Disabled Facilities and Small Works Grants Distribution**

Spencer Randolph (Head of Private Housing Services, Brent Council) introduced the report which provided members with information on the delivery of Disabled Facility Grants (DFG) and Small Work Grants (SWG), performance of the service and any challenges.

Cllr Southwood (Lead Member for Housing and Welfare Reform) drew the Committee's attention to the approach of the scheme, explaining that majority of issues were based on determining whether an adaptation was major or minor rather than what type of grant was needed. The revised grant allocation approach had built in flexibility and sought to address residents' concerns over means testing by removing it as a requirement in the process, thus leading to a more positive experience. An article on the new approach to adaptation would be included in the summer issue of the Brent magazine to further illustrate the point.

Disabled facilities grants were prescribed by legislation. Aim of the Housing Team was to update model in order to process requests more efficiently and simplify a traditionally very complex and lengthy process.

Grants funding was considered a perplexing process. The funds were allocated by central government to the NHS, before being proportionally ring-fenced to the Council via the Better Care Fund. In an effort to simplify the process, the Council was seeking to make a case to the NHS to demonstrate saving opportunities by making small adaptations.

In terms of private housing services adaptations, Mr Randolph that while historically most referrals came from Adult Social Care, adaptations would be carried out by Private Housing Services irrespective of the type of tenancy they relate to.

A total of 4284 people in Brent were benefitting from small grants. On average the Council was spending approximate £360,000 on small grants, with an average

spent of circa £1,500 per grant, and a variable maximum of up to £7,000 for small works over a 3-year period depending on the type of adaptation required. Mr Randolph advised that despite the £30,000 mandatory limit, there was no fixed threshold for major adaptations, with additional funding possible for anything above the mandatory limit which was deemed practical and reasonable. In terms of cancellation trends, officers advised that this was often due to incomplete means testing or refusal to do so. In such cases a self-fund scheme would be offered would prevent the number of cancellations.

Discussions moved on with members enquiring about the type of adaptations and what happened to them once a property became vacant. In response, it was stated that the common practice was not to keep properties void just because they had major adaptations done. Locata, the system used for bidding on council properties, would be updated to reflect when such property became available and the matter was also picked up by surveyors. However, as most adaptations were specific to the user needs, when a property became void, these had to be removed. To reduce costs and waste, the Council was looking into the overall adaptations programme and considering building “lifetime homes” to ensure that fewer adaptations were needed.

It was noted that provision of adaptations was a “tenure blind” service, irrespective of the type of accommodation and solely focused on the needs of the resident. Small adaptations were also possible for private sector properties, although further work was need to ensure the scheme was adequately promoted within the private rented sector. However, some resistance was possible from landlords in the private sector who had the right to refuse an adaption. This was mainly due to a need of a balance between cost of adaptation vs benefit for the tenant but more cases needed to be looked at before specific actions/decision could be made. In conclusion of this point, the Committee also noted the results of the Private Housing Services customer satisfaction survey for grants completed between 1<sup>st</sup> January and 20<sup>th</sup> February 2018 as set out in Appendix 1 of the report. The results showed that although only 10% of the all grants were completed over that period of time, results revealed a consistent level of satisfaction across both DWG and SWGs indicators.

Finally, spotlighting on performance indicators, the Committee queried the targets times as set out in paragraph 6.5 of the report, particularly in terms of the overall processing times for agency SWGs from receiving an enquiry to an inspection, which Members felt needed revising. Whilst officers agreed to review these, they noted that their priority was to involve the client in the process of adaptations, which often took longer than the actual time required for the work to be completed.

**RESOLVED:**

- i. That the contents of the Disabled Facilities and Small Works Grant Distribution report be noted.

**8. New Customer Relationship Management (CRM) System**

Monika Singh (Director of Transformation, Brent Council) introduced the report which provided members with an update on the management and implementation of the Corporate CRM system (Microsoft Dynamics) as part of the ongoing

Transformation programme within the Housing Services department. The project, which began in November 2017, had been seeking to address a number of challenges in the current digital environment and create a more efficient, reliable and transparent system for tracking housing related works and enquiries. As part of the process, significant investment had been made to improve the Council's digital toolkit and in so doing improve the overall customer experience for residents.

The Committee welcomed the report and raised a number of questions on the progress made to date in the subsequent discussion.

Spotlighting on the newly introduced automated Financial Inclusion Casework, members heard that the aim of the casework was to enable tracking of works as well as give opportunity for residents to feedback, with relevant support and training being offered. The casework system was also intended as a vehicle to extract data that was missing the previous environment and quantify financial and social outcomes in order to determine which interventions were of most value to the customers and the Council.

Another improvement which the project was focusing on was the creation of a Customer Portal, providing comprehensive information and self-service tools to residents. Ms Singh stated that the Portal would significantly reduce the number of customers calls to the Council and instead provide them with the necessary online facilities to report problems, share images and make enquiries. The Portal was in advanced stages of the development and was anticipated that alongside the rest of the project, would be completed by July 2019, followed by data integrity checking and events to raise publicity. Official release of the portal to the public was expected between September and December 2019.

Discussions moved on with Members spotlighting on the current issues and inefficiencies around accessing information. Officers advised that a total of 18 systems existed, which were not centrally coordinated. As a result, accessing information had become a time consuming and cumbersome process, affecting handling times and customer experience. The CRM system would seek to address these problems, by collating all relevant data into one central database, creating a single page profile for each customer and therefore leading to greater efficiency and automation.

Addressing members' concerns about the accessibility of the new digital platform to customers who may not be au fait with technology, Ms Singh advised that a number of alternative provisions were being considered, including introduction of local hubs and surgeries where residents could get face to face help and support. In addition, customer would be able to rely on improved call-centre functionality, with the new system allowing the council to better target the needs of the residents, meaning that waiting times would be significantly reduced for those customers identified as vulnerable.

Introduction of the CRM would also result in changes to corporate performance monitoring, with a different set of targets to be determined. Current oversight and management of the CRM sat with the Service Improvement team as part of the transition from Housing Transformation but the functionality was still limited. Ms Singh assured the Committee that the system had the potential to supply management with real time information which in turn would provide better insight

upon which to plan improvement, enhance service monitoring but also replace the need to use external supplies to provide satisfaction data.

**RESOLVED:**

- i. That the contents of the Customer Relationship Management (CRM) System – Management and Usage report be noted.
- ii. That a report on progress and satisfaction of the CRM be provided at an appropriate committee meeting in autumn of 2019 to ensure targets were being met.
- iii. That a Member Development session be organised upon completion of Customer Portal

10. **Work Programme 2018/19**

**RESOLVED:**

- i. That the contents of the Work Programme 2018/19 including an item on Financial Exclusion added to the agenda for the next Committee meeting, be noted.

11. **Forward Plan**

The Committee was informed that a report on Asset Management Strategy was expected to be presented to Cabinet at its meeting in October 2019.

**RESOLVED:**


- i. That the contents of the Forward Plan be noted

12. **Any other urgent business**

None.

The meeting closed at 8.45 pm

COUNCILLOR JANICE LONG  
Chair

 <b>Brent</b>	<b>Housing Scrutiny Committee</b> 25 April 2019
	<b>Report from the Strategic Director of Performance, Policy, and Partnerships</b>
<b>Draft Tackling Financial Exclusion Strategy</b>	

<b>Wards Affected:</b>	All
<b>Key or Non-Key Decision:</b>	Key
<b>Open or Part/Fully Exempt:</b> <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	Open
<b>No. of Appendices:</b>	3
<b>Background Papers:</b>	None
<b>Contact Officer(s):</b> <small>(Name, Title, Contact Details)</small>	Jackie Barry-Purssell – Senior Policy and Scrutiny Officer <a href="mailto:Jacqueline.barry-purssell@brent.gov.uk">Jacqueline.barry-purssell@brent.gov.uk</a>  Pascoe Sawyers – Head of Strategy and Partnerships <a href="mailto:Pascoe.sawyers@brent.gov.uk">Pascoe.sawyers@brent.gov.uk</a>

## 1.0 Purpose of the Report

1.1 To present the draft tackling financial exclusion strategy and delivery plan. To outline the proposed next steps in the process.

## 2.0 Recommendation(s)

2.1 For the Housing Scrutiny Committee to scrutinise the draft strategy and delivery plan and make recommendations as appropriate.

## 3.0 Detail

3.1 This strategy sets a four-year approach to tackling financial exclusion in Brent. It is central to the achievement of the overall vision for the borough as set out in the Borough Plan 2019 – 2023. This vision is:

***To make Brent a borough of culture, empathy, and shared prosperity***

The following three strategic objectives have been identified to take forward the council’s work in this area and these form the foundations of the delivery plan:

- Help people to move from benefits to sustainable employment
- Help people overcome high levels of debt and promote responsible borrowing
- Encourage people to build their awareness of financial services and make appropriate choices with their finances

The strategy is underpinned by a draft delivery plan that has been developed following discussion with colleagues and partners.

- 3.2 In Brent, increased income volatility, the squeeze on benefit payments, along with the increasing cost of living (especially housing), have made it harder for many people to make ends meet. It is against this backdrop that we have developed this strategy.
- 3.3 A range of services are being delivered across the borough to tackle financial exclusion. Many provide debt and money management advice, welfare reform and benefit assistance, skills for employment and life, and into-work support. These services are set out in the strategy.
- 3.4 The roll-out of Brent’s Community Hub model will play an increasingly key role in ensuring that services to tackle financial exclusion are effectively coordinated and delivered across the borough. By April 2020 there will be a Hub in all five of Brent’s localities, each with a service offer that is tailored to local needs and is jointly delivered by council officers and partner organisations.
- 3.5 The hub model recognises the important role of local community and voluntary organisations in ensuring people can access information and advice and the support they need to help themselves. In the lead up to April 2020, building on the successes and insights developed from the Harlesden Community Hub, and responding to the ward-level disparity outlined throughout this Strategy, four new hubs will be introduced across Brent. The Community Hubs and our new Family Hubs are aligned with a localities approach.
- 3.6 For Brent Council, tackling financial exclusion and promoting greater financial literacy, capability and inclusion is about more than addressing the symptoms of being excluded. It is about cultivating relationships with a broad range of stakeholders to help people to make informed choices and take advantage of advice. A key element is fostering broader independence and resilience. This strategy aims to help on this journey.
- 3.7 Engagement has been integral in the development of the strategy and delivery plan thus far. A “Time to Talk” radio show to discuss Financial Resilience was held on 7 January 2019. Panel members included Advice4Renters and our Head of Customer Services at Brent. Feedback on the programme was positive. Partners have also been engaged on a one-to-one basis, for example the Citizens Advice Bureau. Discussions have taken place with colleagues across the council and with the GLA in relation to the Economy Committee Report: Short Changed: The Financial Health of Londoners.
- 3.8 The Lead Member Housing and Welfare Reform has been involved in the development stages and has asked for the strategy to be pre-scrutinised at this Housing Scrutiny Committee. The views of our communities and partners will

continue to be important in shaping this strategy. The strategy will undergo public consultation following pre-scrutiny. Feedback from the consultation process will be presented to CMT and Cabinet alongside the revised strategy.

- 3.9 As Members, will note there are a lot of initiatives taking place in this area. It is important that these are brought together in terms of tackling financial exclusion. Consideration could be given to setting up a cross-council Commission to lead this work.

#### **4.0 Financial Implications**

- 4.1 Future actions are contained within current budgets.

#### **5.0 Legal Implications**

- 5.1 The Council is a Best Value Authority in accordance with s 1(1) of the Local Government Act 1999. It is required to make arrangements to secure continuous improvement in the way it exercises its functions, having regard to economy, efficiency and effectiveness pursuant to s3 of the Local Government Act 1999. The Tackling Financial Exclusion strategy and the current and proposed consultation exercises undertaken to support it is a way in which the Council can make arrangements to secure continuous improvement in the way it exercises its functions. Further legal advice will be sought as and when required as the proposals in the strategy are implemented.
- 5.2 The Council has the power to prepare and implement a Tackling Financial Exclusion strategy and to carry out the actions proposed therein under the general power of competence as set out in section 1 of the Localism Act 2011 and also under its subsidiary powers under section 111 of the Local Government Act 1972. A tackling financial exclusion strategy will assist the Council in discharging more effectively a number of its other statutory functions.
- 5.3 In considering and deciding upon the content of a Tackling Financial Exclusion strategy, the Council must have due regard under section 149 of the Equality Act 2010 (also known as the Public Sector Equality Duty) to the need to: (a) eliminate discrimination, harassment or other conduct prohibited by or under the Equality Act 2010 ("the 2010 Act"), (b) advance equality of opportunity between persons who share a protected characteristic under the 2010 Act and persons who do not share it and (c) foster good relations between persons who share a protected characteristic and persons who do not share it.

#### **6.0 Equality Implications**

- 6.1 Brent is committed to equality, diversity and inclusion; the council is determined to be an exemplar of good practice in equality, diversity and human rights and it is our policy to treat everyone fairly and with respect. We aim to ensure that all our current and future residents, staff and stakeholders are treated fairly and receive appropriate, accessible services, and fair and equal opportunities.
- 6.2 This commitment requires that equality considerations play a key role in our decision-making processes and that our policies are fully compliant with the duties placed on us as a public sector body by the Equality Act 2010. Equality Analyses (EAs) ensure that we follow through on our commitment to equality

and they provide a method for clearly demonstrating the necessary legal compliance.

- 6.3 The Equality Act 2010 replaced the pre-existing anti-discrimination laws with a single Act. The legislation covers the exercise of public functions, employment and work, goods and services, premises, associations, transport and education. The act prohibits victimisation and harassment, and all of the following forms of discrimination: direct; indirect; by association; by perception; or discrimination arising from disability. The detail regarding the Public Sector Equality Duty pursuant to section 149 of the Equality Act 2010 is set out in paragraph 5.3 above.
- 6.4 The council has undertaken an Equality Analysis for this strategy and no adverse impacts have been identified.

## **7.0 Consultation with Ward Members and Stakeholders**

- 7.1 The Lead Member Housing and Welfare Reform has been consulted throughout the development of the strategy and has agreed that consultation on the draft strategy will take place in principle. The Lead Member will be invited to make a formal decision regarding the proposed consultation shortly. The strategy is scrutinised by the Housing Scrutiny Committee tonight. Views of partners and the public will be gained throughout the online consultation process.

## **8.0 Human Resources/Property Implications (if appropriate)**

- 8.1 The strategy does not have human resources/property implications.

**Report sign off:**

**PETER GADSDON**

Strategic Director of Performance  
Policy and Partnerships



# **Appendix 1**

## **Draft Tackling Financial Exclusion Strategy**

**2019-2023**

## Foreword



I have pleasure in presenting this Tackling Financial Exclusion strategy. Brent prides itself on the services it delivers for residents and those to tackle financial exclusion are ever more important. This strategy outlines the current position at a national, regional and local level as well as setting out what services we have in place to support those who face or are experiencing financial exclusion.

The strategy recognises that Brent is a borough characterised by constant change. It has long been somewhere new communities have settled and succeeded. This is reflected in the fact that it is one of the most culturally diverse boroughs in the UK. People from black, Asian and minority ethnic backgrounds make up 64 per cent of the total population. The median household income in Brent is £35,000<sup>1</sup>. Brent is a comparatively low wage economy with 32% of all jobs in Brent being classified as low-paid.<sup>2</sup> One in three children grow up in poverty and in some of the most deprived wards, this rises to one in two.<sup>3</sup> 10% of the population claim benefits compared with 9.3% regionally and 11% nationally.<sup>4</sup> The percentage of the population in Brent that are economically active is 76.5% compared to 78.3% in London. There are 11,800 workless households in Brent. The gross weekly pay for full time employees is £575.50 compared to London at £670.80. Despite consistent rises in median income, Brent is still a relatively low-paid borough.

There have been a number of changes to welfare and benefits that impact on the lives of people in Brent and in some cases increase the likelihood of financial exclusion. These include Universal Credit, the Benefit Cap and the Bedroom Tax. The council offers a range of services to those at risk of or experiencing financial exclusion.

In an ideal world we wouldn't need to tackle financial exclusion but where people need our advice, help and support we are ready. The strategy forms the cornerstone of this work.

**Cllr Eleanor Southwood**

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<sup>1</sup> CACI data 2018

<sup>2</sup> Annual Survey of Hours and Earnings, ONS 2015-16

<sup>3</sup> ONS Estimates

<sup>4</sup> DWP benefit claimants – working age client group

## Executive Summary

The Tackling Financial Exclusion strategy is developed in recognition of the fact that some people, either by choice or lack of access, find themselves excluded from mainstream financial products and services. It also recognises the importance of helping people to build their financial capability, financial literacy and financial health. Financial services play an important part in people's everyday lives. Most people have bank accounts, into which regular salaries, wages or benefits payments are made, and from which bills are paid. People rely on mortgages to buy a home, savings and pensions to plan for the future and build resilience in case of an unexpected expense. Many people also have insurance policies to safeguard their home, possessions, income in case of illness, injury and death. However, this is not the case for everyone.

Financial inclusion is driven, in large part, by levels of income and there have been some positive signs here in recent years with unemployment falling and full-time employment and wages increasing<sup>5</sup>. However, the most recent data suggest that growth, and wages, are starting to stall again. Furthermore, poverty is increasing, both in and out of work, with those out of work particularly affected by benefit cuts and delays. Severe deprivation still exists in the UK, with more than 1.5 million people experiencing destitution in 2017 and the numbers turning to food banks for emergency help reaching a record high.

The specific indicators of financial inclusion, show some initially positive signs, with the number of people 'unbanked' reaching an all-time low in 2017 at 1.23 million, and the number of people evicted from rented properties falling in 2017. However, there were still as many as 36,000 evictions in 2017 and the number of individual insolvencies actually increased to nearly 100,000. Furthermore, the Money Advice Service estimate that in 2017, about 8 million people were struggling to keep up with bills and credit commitments and just over 4 million had fallen behind with payments in three or more of the last six months. Only 1 million people received debt advice.

Net credit card lending to individuals is now growing at a rate of about 10 per cent per year. This rate of growth is the highest it has been in a decade. Net consumer credit lending (excluding credit cards and student loans) is now growing at a rate of about 9 per cent per year.

Levels of personal borrowing in the UK remain very high. Unsecured credit is still increasing such that almost half of the population were in debt in this way in 2014–16. And while some forms of high cost credit have declined as a result of key policy changes, more than 10 million people had used an unarranged overdraft between 2015–16 and these could cost more than ten times as much as a payday loan.

Given the high levels of credit and debt, it is not surprising to find that, on average, people were saving less of their incomes in 2017 than at any point in the past 20 years though better-off savers were increasing the amounts they had saved. Pension savings, however, have become much more widespread in the last couple of years as a result of a key policy change, automatic enrolment into workplace pensions. This shows the power of policy change though there are concerns about whether people

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<sup>5</sup> Financial Inclusion Briefing Paper 2018 – University of Birmingham

will have enough saved in these pensions to provide for a decent standard of living in retirement.

Poverty has increased since 2010. In 2016/17, 30 per cent of all children and 16 per cent of all pensioners were living in poverty. Furthermore, 1.5 million people, including 365,000 children, were destitute at some point during 2017. This means that they could not afford to buy the bare essentials that we all need to eat, stay warm and dry, and keep clean. Means-tested benefits are failing ever more to help people reach a Minimum Income Standard. People of working age received only one third of what they needed to reach this standard in 2018 and a lone parent with a one year-old received only half of what they needed. According to the National Audit Office (2018), the Department for Work and Pensions paid around 113,000 new Universal Credit claims late in 2017, approximately 25% of all new claims. On average, these were paid four weeks late. The Trussell Trust gave out 1.3 million emergency food parcels to people in 2017/18. The past years have seen a rapid growth in zero hour contracts – there are still nearly 1 million people on such contracts in 2018.

It is against this backdrop that the council has developed the Tackling Financial Exclusion Strategy. This strategy is supported by a delivery plan that details the actions that the council will deliver in partnership. These actions are based on the strategic objectives of:

- Help residents to move from benefits to sustainable employment,
- Help residents overcome high levels of debt and promote responsible borrowing,
- Encourage residents to build their awareness of financial services and make appropriate choices with their finances.

## **The council's strategy to tackle financial exclusion**

The strategy has clear links with the Borough Plan (2019-2023), which sets out the council's ambitions to improve the quality of life and opportunities for all residents. The Borough Plan's vision for Brent is:

### ***To make Brent a borough of culture, empathy, and shared prosperity***

In addition to the strategic priorities outlined in the Borough Plan, this strategy also has links with other council strategies, including the Locality Working approach, Employment, Skills and Enterprise Strategy, the Housing Strategy and the council's response to recent welfare reforms and the introduction of Universal Credit.

A key theme of the borough plan is the move towards a more locality-based approach centred on building the capacity and resilience of communities and helping them play an integral part in service delivery. This model also underpins this strategy.

The roll-out of Brent's Community Hub model will play an increasingly key role in ensuring that services to tackle financial exclusion are effectively coordinated and delivered across the borough. By April 2020 there will be a Hub in all five of Brent's localities, each with a service offer that is tailored to local needs and is jointly delivered by council officers and partner organisations.

For Brent Council, tackling financial exclusion and promoting greater financial literacy, capability and inclusion is about more than addressing the symptoms of being excluded. It is about cultivating relationships with a broad range of stakeholders to help people to make informed choices and take advantage of advice. A key element is fostering broader independence and resilience. This strategy aims to help on this journey.

## Regional Context

London is a leading global financial centre, but many of its residents are struggling to access quality and affordable financial services. Wages have now started to increase (if slowly and after a long period of decline), however, increased income volatility, the squeeze on benefit payments, along with the increasing cost of living (especially housing), have made it harder for many people to make ends meet.

And as banks have pulled back from providing credit to less profitable individuals and businesses following the financial crisis, more and more Londoners are turning to high-cost credit providers, such as payday lenders, to meet their needs. But relying on high-cost forms of credit (not just for one-off payments but for essential bills) has resulted in unmanageable debt levels rising and more people feeling financially insecure.<sup>6</sup>

The Mayor has committed to tackle financial exclusion, including in his draft Economic Development Strategy and Good Work Standard. A report by the London Assembly called *Short Changed: the financial health of Londoners* (Economy Committee – January 2018) sets out the following key facts. More than a million Londoners are in serious debt with around a quarter (27 per cent) of 18 to 30 year olds in London saying they are in debt all the time. 44 per cent of people in the UK, who are in financial difficulty are between the ages of 18 and 34. A third of all users of high-cost loans are 18-34 year olds.

In addition, the Financial Conduct Authority<sup>7</sup> in its publication - *The financial lives of consumers across the UK* (Survey 2017) found that the level of satisfaction with overall financial circumstances is particularly low in London. Just 16% of Londoners are highly satisfied with their financial circumstances, compared with the national average of 21%. *Financial Lives* is the FCA's survey of nearly 13,000 adults and is the largest tracking survey in the UK specifically looking at consumers and their use of financial services.

The report shows a number of differences in how people in different areas of the UK, including London, experience financial services, such as:

- In London, a lower proportion of people use consumer credit products to borrow money compared with the UK average – 40% compared to the UK average of 46%.
- The proportion of adults in London with characteristics of potential vulnerability is lower than the national average - 47% compared to the UK average of 50%.

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<sup>6</sup> *Short Changed the financial health of Londoners* – GLA January 2018

<sup>7</sup> The FCA regulate the financial services industry in the UK. Their aim is to protect consumers, ensure healthy competition between financial services providers.

- London has the highest level of over-indebtedness compared to the rest of England. 17% of Londoners are over-indebted compared to 14% across England.
- 4% of Londoners do not have a bank account compared to the UK average of 3%.
- 34% of adults in London have no private pension provision. This is compared to the UK average of 31%.
- The State Pension is the main source of income in retirement for 53% of retirees in London. This is compared to the UK average of 44%.
- A greater proportion of adults rent in London (42%). This is compared to the national average of 29%.
- There is a much greater proportion (23%) of people with a mortgage in London whose mortgage debt is at least four times their household income. This is the highest of all the nations and regions of the UK, with the North East being the lowest with only 4%.
- On average, adults in London owe £3,280 in unsecured debt. This is similar to the UK average of £3,320.

## Local Context

Brent is a borough characterised by constant change. It has long been somewhere new communities have settled and succeeded. This is reflected in the fact that it is one of the most culturally diverse boroughs in the UK. People from black, Asian and minority ethnic backgrounds make up 64 per cent of the total population. The median household income in Brent is £35,000<sup>8</sup>. Brent is a comparatively low wage economy with 32% of all jobs in Brent being classified as low-paid.<sup>9</sup> One in three children grow up in poverty and in some of the most deprived wards, this rises to one in two.<sup>10</sup> 10% of the population claim benefits compared with 9.3% regionally and 11% nationally.<sup>11</sup> Employment and income, that is how much is coming into the household, is by far the single greatest indicator of financial inclusion or exclusion. For the period July 2017 to June 2018, 76.5% of the population in Brent were economically active compared to 78.3% in London.<sup>12</sup> 23.5% were classified as economically inactive in Brent compared to 21.7% in London. There are 11,800 workless households in Brent. The gross weekly pay for full time employees is £575.50 compared to London at £670.80. Despite consistent rises in median income, Brent is still a relatively low-paid borough.

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<sup>8</sup> CACI data 2018

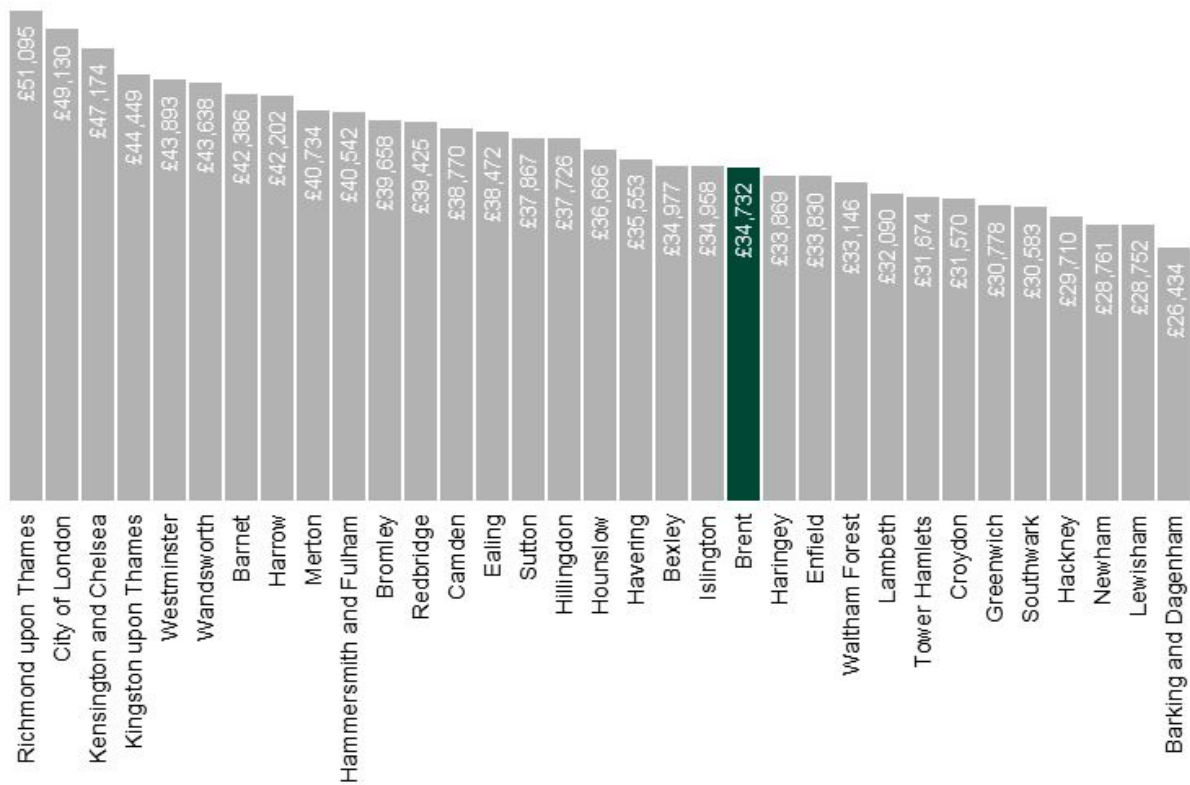
<sup>9</sup> Annual Survey of Hours and Earnings, ONS 2015-16

<sup>10</sup> ONS Estimates

<sup>11</sup> DWP benefit claimants – working age client group

<sup>12</sup> Labour Market Profile - Brent

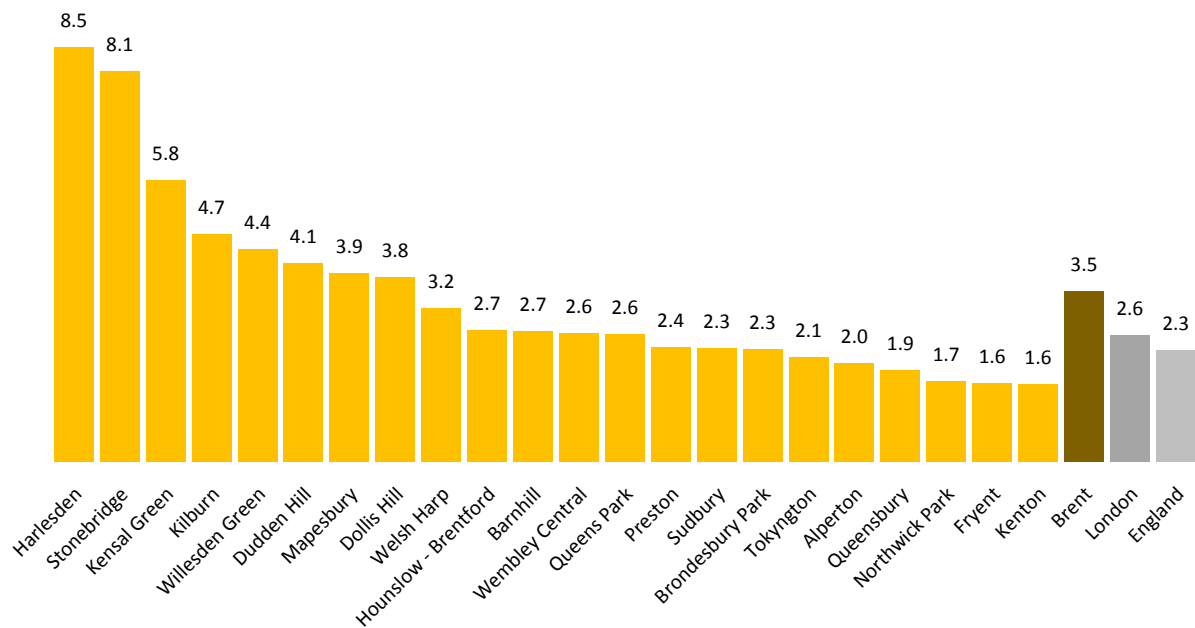
## Median Income by London Borough (CACI Paycheck data)



At ward level, the number of people claiming Job Seekers Allowance in Stonebridge (8.1%) and Harlesden (8.5%) is nearly three and four times as high as the national average, whereas in some of Brent's more affluent wards, the rate is well below the national average<sup>13</sup>. These figures illustrate just how mixed employment outcomes in Brent can be and points to some neighbourhoods and wards having pockets of entrenched, long-term unemployment and other indicators of deprivation.

<sup>13</sup> DWP/GLA Intelligence Unit calculations

## Rate of Jobseekers Allowance (JSA) Claimants



The borough’s population is growing with about 335,800 residents today and projected to increase to almost 350,000 by 2023 and over 375,000 by 2030. Our residents are living longer too – the number of residents aged 65 and over will increase by 15% over the lifetime of this strategy and by 41% by 2030. The council’s resources are also changing with significant savings having to be made.

The recent annual Residents Attitude Survey (RAS) showed that 66% of respondents say that overall the council does a good job with 59% proud to live in Brent. Some 76% are satisfied with the local area.

## How people in Brent are feeling about their finances

As part of Brent’s annual Residents’ Attitude Survey (RAS), from May to June 2018, we asked residents about their own outlook on household finances and the economy. In response to the question “How did the financial situation of your household change over the last 12 months?” 20% said better, 10% said worse. In response to the question “How do you think the financial situation of your household will change over the next 12 months?” 26% said better, 11% said worse. The chart below (Figure 7) shows resident responses to household finances over the past and next 12 months.

The 2018 RAS results compare favourably to the 2014 results – in 2014, 24% of respondents said their household financial position got worse over the next 12 months and 22% said it would get better over the next 12 months.



**Figure 3: Brent Resident Attitude Survey: Household finances in the next 12 months**

	Did change in the last 12 months base 2,113	Will change in the next 12 months base 2,113
Got a lot better	3%	6%
Got a little better	17%	20%
Stayed about the same	65%	51%
Got a little worse	7%	8%
Got a lot worse	3%	3%
Don't know	6%	13%
Summary: Got better	20%	26%
Summary: Got worse	10%	11%

Although the combined figures for the next 12 months looks to be brighter for more Brent residents, 51% are predicting things to remain the same, whilst 13% “Don’t know” if their finances will improve or not.

## Changes to welfare and benefits and the impact in Brent

There have been a number of changes to welfare and benefits that impact on the lives of people in Brent and in some cases increase the likelihood of financial exclusion.

### Benefit cap

The Welfare Reform and Work Bill made provisions for a benefit cap of £442 per week for a couple and £196 per week for a single person with no children placing increased pressure on already struggling individuals and families.

The additional cap has impacted acutely on London boroughs as the cost of living - especially housing costs - are so much higher than in other parts of the country. Currently, there are nearly 1,200 capped households in Brent, with a broadly 50/50 split between families and single person households, the latter having become more prevalent since the reduction in the cap in December 2016.

### Under-occupancy penalty – “Bedroom Tax”

The under-occupancy penalty or “bedroom tax” introduces a new set of criteria to benefits claimants living in social accommodation. In effect, the total household composite is now being looked at for the purposes of establishing whether a household is under-occupying their property. If a family is deemed to be under-occupying their property, a family must move to a smaller property or face a reduction in Housing

Benefit of 14% for one additional (spare) room and 25% for two or more additional (spare) bedrooms. In Brent, the number of households who are deemed to be under-occupying is approximately 1,600.

## **Universal Credit**

Universal Credit (UC) is the government's new benefit which replaces six means-tested "legacy" benefits, and is currently being rolled out nationwide. The following benefits will be replaced by the single UC payment:

- Income Support;
- Income Based Job Seekers Allowance;
- Income Related Employment and Support Allowance;
- Housing Benefit; and
- Child and Working Tax Credits

Crucially, UC is paid as a single monthly payment one month in arrears and will include housing costs, making a transactional bank account a pre-requisite of claiming UC. As with the benefit cap and under-occupancy penalty, the aim of the reform is to simulate a household in employment with income paid into one account, which must then be allocated to cover all bills payable, including rent and council tax.

At a local level, UC last roll-out cohort for new claims and certain changes in circumstance was in November and December 2018 (Harlesden – 21 November, Willesden – 5 December). Full migration of existing caseload will take place 2020-2024. 25,160 are likely to transfer to UC at full roll-out. The full rollout of UC means that financial inclusion is going to be critical to these communities. UC recipients are required to have a transactional bank account and some will need to learn or improve upon existing money management and budgeting skills (as UC is paid on a monthly basis, and in arrears). New claims processing and management will move on-line, increasing the importance of basic digital and ICT skills.

The Department for Work and Pensions (DWP), has identified digital access, personal budgeting support and housing as the three main risks to the safe delivery of UC, and Citizens Advice Bureau's (CAB) research showed that 92% of all CAB service users would likely need support in one or more areas of monthly payments, budgeting, banking, staying informed and using online facilities. This is further compounded by the fact that most tenants receiving Housing Benefit (HB) will not be used to paying their landlord directly, as will be expected with the full roll-out of UC.

Concerns have been raised about the design and scale of UC and that it may present particular challenges in relation to budgeting, more arrears/evictions, the assumption that people have access to IT and claimants' knowledge or ability to maintain the process on-line.

Brent currently has more than 25,160 working age Housing Benefit claimants (excluding those in Temporary Accommodation, who will continue to claim HB rather than UC for their housing costs), which is in the top tier for local authority areas that

includes the London Borough of Tower Hamlets and cities of Birmingham and Edinburgh. All will transfer to UC, as will approximately 10,000 additional claimants of DWP / HMRC legacy benefits who are not on HB as they have no rent liability.

Moreover, the majority of tenants receiving Housing Benefit, regardless of landlord or tenure type, have their benefits paid direct to their landlord. With UC, the single monthly payment will be paid direct to the main household claimant, which will include a specified amount (determined centrally by the DWP) for housing costs. <sup>14</sup>Therefore, it will be essential to work with partners to ensure that all residents are capable of budgeting and paying their rent on time.

The table below gives an indication of the total number in receipt of full or partial benefits during the period January 2018 – February 2019. Of this number it is anticipated that some 25,160 claimants are likely to transfer to UC at full roll-out. In addition to the 25,160 Housing Benefit claimants, it is anticipated that approximately 10,000 Jobseekers Allowance claimants will also transfer onto UC who are not in receipt of housing benefit because they have no rent liability. The remainder are of pensionable age or in temporary accommodation (payment for which is now made to landlords) and therefore not impacted by UC.

Description	January 2018 Caseload		September 2018 Caseload		February 2019 Caseload	
	Number	% of caseload	Number	% of caseload	Number	% of caseload
Single People	17140	49.31%	15736	44.90%	11812	35.84%
Couples	2151	6.19%	3378	9.64%	2299	6.98%
Single Parents	8239	23.70%	8415	24.01%	8266	25.08%
Two Parent Families	7229	20.80%	7516	21.45%	10581	32.10%
<b>Total</b>	<b>34759</b>	<b>100%</b>	<b>35045</b>	<b>100%</b>	<b>32958</b>	<b>100%</b>

The table below gives the nature of tenure. Again, this includes pensioners and others not impacted by UC.

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<sup>14</sup> Although this will be the normal approach with UC, exceptions will apply to allow payments to be made directly to landlords.

Tenure type	January 2018 Caseload		September 2018 Caseload		February 2019 Caseload	
	Number	% of caseload	Number	% of caseload	Number	% of caseload
Council Tenant	4752	13.67%	4708	13.43%	4519	13.71%
Housing Association	11813	33.99%	11739	33.50%	11096	33.67%
Private Tenant	16486	47.43%	16884	48.18%	15783	47.89%
Temporary Accommodation (TA)	1708	4.91%	1714	4.89%	1560	4.73%
Total	34759	100%	35045	100%	32958	100%

## Financial Inclusion Services in Brent

A range of services are being delivered across the borough to tackle financial exclusion. Many provide debt and money management advice, welfare reform and benefit assistance, skills for employment and life, and into-work support.

The table below summarises the types of financial inclusion services offered in the borough.

Service Provided	Summary of service provided
Crisis Payment & Discretionary Housing Payment	Provides short term monetary assistance through government, local authority or other avenues & short term financial assistance to address housing need
Debt consolidation	Organisation takes steps on behalf of the customer to advocate and support debt consolidation end to end.
Debt/money management	Advises or signposts the customer to other organisations that can help the customer to make good money handling decisions – including helping customers to make and implement good money management decisions like budgeting; opening an account; applying for loans etc.

Employment Opportunities	Provides or advertises details for physical placement in a place of work – including apprenticeships, internships, work experience and other job related placements
ICT Training & Digital Inclusion	Provides any online training aimed at raising customer's knowledge and ability to manage their affairs online – this includes training courses
Into Work Support	These organisations place customers into a place of work – they deliver training on interview skills, CV writing skills and applications.

Council delivered services focus mostly on:

- Debt & money management
- Skills for life
- Skills for employment
- Welfare reform and benefit assistance
- ICT Training & digital inclusion
- Into work support, and
- Employment opportunities.

Financial inclusion activities are currently delivered by the following teams within the council and, through the Community Hub model, in partnership with local groups and organisations. This is in addition to trading standards, housing enforcement, and homelessness/housing options linked to the Homelessness Reduction Act. The hub model and locality working are fundamental to this strategy.

**The Living Room** - based on St Raphael's estate in Brent, works to help residents develop the skills and confidence needed to get into work. The Living Room offers support from a range of partners in one service, including:

- employment, enterprise and skills information, advice and guidance
- training to develop skills for employment or enterprise
- access to jobs, apprenticeships, training, work experience, and volunteering opportunities
- money advice; such as debt management and budgeting
- housing management advice; such as repairs
- health and wellbeing advice
- childcare advice.

Over the life of this strategy The Living Room will become more closely aligned with Brent's wider Community Hub model.

**Harlesden Community Hub** – developed in one of Brent's most deprived wards in response to community generated insights and a range of financial exclusion indicators, this is the first new hub to be established in Brent's Community Hub model. It brings local partners together in one place to provide holistic support alongside key council services. The hub model recognises the

important role of local community and voluntary organisations in ensuring people can access information and advice and the support they need to help themselves. The core service offer includes:

- **Benefits** – housing benefits and council tax support, overpayment of benefits, change in circumstances, enquiries about JSA, ESA, Universal Credit processes, financial inclusion advice relating to benefits
- **Housing and homelessness** – rent arrears, facing eviction, repairs (relating to housing management), problems with landlords, moving home, sheltered accommodation enquires
- **Money** – debt, rent arrears
- **Employment** – support with setting up an email account, job search, CV writing, job applications, apprenticeships, course referrals, volunteering
- **General support / form filling** – support with reading letters and completing forms (e.g. medical appointments, MyAccount and digital support, universal credit, oyster card, freedom pass, driving license, blue badge forms, registering to vote and passport forms)

In the lead up to April 2020, building on the successes and insights developed from the Harlesden Community Hub, and responding to the ward-level disparity outlined throughout this Strategy, four new hubs will be introduced across Brent. Beginning with the Kilburn Hub in Spring 2019, a new hub will be launched approximately every six months – with Willesden, Ealing Road and finally Kingsbury hubs being developed in partnership with local groups and organisations to deliver a bespoke local service offer. The Community Hubs and our new Family Hubs are aligned with a localities approach. Both Hub models aim to build on and connect with local community assets (including organisations and groups), helping their clients to access the right services and support for them.

Services will be based on a locality approach. This aims to address complex issues that exist at a local level through tailoring approaches to meet local needs and working with communities to make them more engaged, connected and resilient. The key shift in this approach is a move from focusing on single services to address specific issues (which often results in complex systems which are challenging to navigate) to a more joined-up approach to services based around a location.

During the expansion of the Community Hub model, the housing management financial inclusion service and a number of other council financial inclusion services will become embedded within the new hubs.

**Brent Start** – Skills for Life, Skills for Employment, Debt/Money Management and ICT Training & Digital Inclusion are provided at the Stonebridge Learning Centre, libraries in Harlesden and Willesden, along with various schools, children centers and community centers borough wide. The service upskills around 2,500 residents a year. This is funded by grants and fees paid by learners and so is provided at no cost to the council. The Brent Start digital offer includes short course on online job search and online safety.

**Care Leavers Team** - Brent Start courses, Brent Works job and apprenticeship opportunities, Debt/Money Management, and ICT Training & Digital Inclusion are provided as part of a wider function.

**Housing Benefits** – Tenancy Sustainment, Crisis Payments (including administering DHP), referrals to Brent Start or Brent Works, Skills for Employment and Welfare Reform and Benefits Assistance.

**Housing Needs** - Debt/Money Management, Crisis Payments, Skills for Employment, and Welfare Reform and Benefits Assistance are provided.

**Housing Management** – a financial inclusion offer is being developed for Brent Housing Management residents. The offer will include tenancy sustainment, debt/money management, welfare reform and benefit assistance.

**Tenancy Sustainment Panel** – the panel sits each month with a focus on tackling evictions and making referrals to the financial inclusion team as appropriate.

**Brent Works** –The team provide employment and apprenticeship opportunities and in-work support at the Civic Centre. Brent Works is also working with the council to support them in recruiting their apprentices.

**The Work and Health Programme** commissioned by the West London Alliance (WLA) local authority partnership is designed to support hard to reach groups into employment. Aims to support over 13000 clients in West London over the next 5 years. Support provided through IAG, voluntary work, training and upskilling leading to sustainable employment.

**Welfare Reform Partners' Network** - Brent Customer Services chairs a bi-monthly welfare reform meeting for voluntary sector and Registered Social Landlords partners, which shares information regarding forthcoming changes and impacts of welfare reform, ensuring strong links and joined-up working between the local authority and its partners in mitigating the impacts on mutual clients.

**Welfare Reform Heads of Service liaison** the Head of Customer Service Operations chairs a monthly liaison meeting with service heads from Housing Needs, Housing Management, Employment & Skills, Adult Social Care and Children & Families in order to ensure a joined up response to welfare reform implementation and mitigation

In addition, engagement has been undertaken with Credit Unions to explore their service offer for the residents and employees of Brent.

The activities are supplemented by voluntary sector organisations funded as part of the council's local advice and guidance service contract. This contract sits with Citizens Advice Brent (CAB), whose function is to coordinate delivery through a

consortium of organisations providing both generalist and specialist advice. Over a 3-month period (Oct 2018 –Jan 2019) the CAB saw 1,788 new cases relating to debt and money issues. The CAB has seen a significant shift to non-priority debt such as fuel arrears, rent arrears, overpayments in CT and HB. In the past non-priority debt such as credit cards was more prevalent. The Brent Advice Partnership provides the overall framework and is underpinned by online advice and information provided via the digital gateway Brent Advice Matters (BAM), while Brent Community Advice Network (BCAN) provides specialist localised advice to meet priority need. BCAN member organisations are able to access funding up to a maximum of £20k through the Brent Advice Fund (BAF). The BAF is locally administered by CVS Brent.

The **Brent Advice Matters (BAM)** initiative encourages residents to get help through an easy to navigate self-help website. The network consists of 5 Brent advice agencies providing online information, support and guidance.

## **Future Activity**

From the research undertaken and discussions with key stakeholders, the following three strategic objectives have been identified to take forward the council's work in tackling financial exclusion.

- Help people to move from benefits to sustainable employment
- Help people overcome high levels of debt and promote responsible borrowing
- Encourage people to build their awareness of financial services and make appropriate choices with their finances

The delivery plan (appendix 2) details the actions that will be taken to deliver on these objectives. Details of Credit Unions operating in the borough are set out in appendix 3.





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## Appendix 2 – Year 1 - Delivery Plan

Strategic Objective	Actions	Desired Outcome	Lead	Budget Considerations
<b>Help residents to move from benefits to sustainable employment</b>	The Living Room base at St Raphael's and supporting other Community Hubs, provides wrap-around support to help residents access employment, skills and other linked support (e.g. financial inclusion and health)	50 employment outcomes per annum, with 50% sustained at 26 weeks.	Employment, Skills and Enterprise Team	Within existing budgets.
	Brent Works job and apprenticeship brokerage, borough wide.	150 apprenticeship and job outcomes per annum with 65% sustained at 26 weeks.	Employment, Skills and Enterprise Team	Within existing budgets.
	Work and Health Programme delivered by Shaw Trust across 7 West London boroughs including Brent. Targeted particularly at those further from the labour market and often with mental or physical health issues, or learning disabilities.	Will work with 699 Brent residents in its first year and 2619 Brent residents over 5 years.  16 Sustained Job outcomes in Brent in year 1 with 1297 Sustained Job outcomes over the contract (4 years of delivery with 1 year monitoring).	Employment, Skills and Enterprise Team	Within existing budgets.

	<p>Brent Start provides adult education services across the borough from a number of locations including the Stonebridge Learning Centre, libraries, community centres, primary schools, and children centres.</p>	<p>Pass rate – target of 96%.</p> <p>Achievement rate – target of 90%.</p> <p>Progression to further learning and/ or employment - target 60%.</p> <p>Customer satisfaction – target 95%.</p>	Employment, Skills and Enterprise Team	Within existing budgets.
	<p>Work with businesses to promote the Living Wage including through the Business Rate scheme.</p>	<p>Increased number of businesses pay the Living Wage.</p>	Employment, Skills and Enterprise Team	Within existing budgets.
	<p>Roll out community hubs throughout Brent, supporting early intervention to help the most vulnerable residents with issues such as housing, debt, employment, and the transition to Universal Credit. Harlesden, Willesden Green, Kilburn, Ealing Road and Kingsbury.</p> <p>Align the Living Room (St Raphael's Estate) with the hub model.</p> <p>Roll-out of Community Hubs will be aligned to the channel shift programme, with these providing</p>	<p>Flexible, localised service offering help, support and advice across the borough.</p>	Transformation Team	<p>Cabinet has agreed funding for community hubs identified from existing council budgets.</p> <p>The aim is for the hubs to reduce costs to the council over time, by intervening early in complex cases, preventing the escalation of issues.</p>

	frontline support and help for the vulnerable to access services.			
	Undertake an Outcome Based Review (OBR) focused on Employment and Mental Health.	An increase in the number of people with mental illness finding, retaining and thriving in work.	Community Wellbeing	Within existing budgets.
<b>Help residents overcome high levels of debt and promote responsible borrowing</b>	We will use the Residents Attitude Survey to survey Brent households on their financial activity. In particular, to get a better understanding of the borough's "underbanked" communities.	The council has a clearer picture of debt across the borough and can use this to tailor its services.	Strategy and Partnership Team	Within existing budgets.
	We will work with our advice providers and other partners to tailor support to people who are dealing with problem and multiple debts.	People tell us that they are supported effectively to deal with problem and multiple debts.	Customer Services Operations with Partners	Within existing budgets.
	Support and advice to tackle financial exclusion will be delivered at our Hubs.	Number of people being effectively supported to tackle financial exclusion (via the Hubs) increases.	Transformation Team	Within existing budgets.
	We will positively encourage all council staff to use a credit union.	Increase in the number of council staff who are aware of the credit union offer and who open credit union accounts.	Human Resources	Within existing budgets.

	The council will continue to work closely with its partners to mitigate the impact that surrounds food insecurity and related issues.	Referrals to food banks are made as appropriate. Welfare advice and guidance is provided via the Employment and Skills Advisors at Sufra.	Council-wide	Within existing budgets.
<b>Encourage residents to build their awareness of financial services and make appropriate choices with their finances</b>	Hold a Money Advice Week on an annual basis to promote affordable credit and use TfL advertising space to promote alternative means of credit.	Feedback from the Money Advice Week shows that affordable credit has been well promoted and that the take-up of these services has increased.	Customer Services Operations with Partners	Within existing budgets.
	Working in partnership deliver awareness sessions on available financial services. Promote a culture of saving through our work with for example, Advice4Renters and Credit Unions.	Feedback from residents shows that awareness of available financial services has increased.	Customer Services Operations with Partners	Within existing budgets.
	Tailor financial advice sessions to school leavers who are at a critical point in their lives in terms of the financial choices they will have to make.	Increase in the number of school leavers who have increased financial literacy and capability.	Customer Services Operations with Partners	Within existing budgets.
	Work with schools, charities and the financial services industry to deliver high quality financial education for young people.	Young people have a greater understanding of the financial environment.	Customer Services Operations with Partners	Within existing budgets.

	Offer hands-on advice with partners to small businesses with a focus on the risks associated with the overlapping of personal and business finances.	Businesses feel more confident in managing risks associated with business finances.	Employment, Skills and Enterprise Team	Within existing budgets.
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## **Appendix 3 - Credit Unions operating in Brent**

Credit unions were created to cooperatively provide affordable access to loans and other financial services to people sharing common bonds. The mission of “people helping people” has been paramount since the beginning. Credit Unions pride themselves on lower loan rates, customer focused banking, lower fees and being more accessible than high street banks.

### **1. Credit Union for Brent and Ealing - CUBE**

CUBE was initially an Ealing Council supported credit union which has expanded its common bond to include Brent. The full range of CUBE’s common bond now includes: Anyone that either resides in or is employed in the areas of the London Boroughs of Brent, Ealing, Barnet, Camden and Hammersmith & Fulham. The range of products and services includes:

- Basic savings accounts
- Back to school savings account
- Xmas Savings Club
- Holiday Savings account
- Juniors saving account
- Credit Union loans;
- Cash ISAs;
- Child Benefit Loan
- Home Owner Loan
- Saver Loans
- Loyalty Loans

However, no transactional ‘current account’ is currently being offered. There are also no standing branches in Brent. Control of operations is heavily weighted in Ealing.

### **2. Brent Mutual (part of Hillingdon CU)**

Brent Mutual is the side of Hillingdon CU which is run by Advice4Renters, the advocacy group in Brent. Its common bond includes anyone living or working in the London Boroughs of Brent, Ealing, Barnet, Camden and Hammersmith & Fulham. The full range of products and services includes:

- Cred E card – prepaid visa debit and online account card
- Standing order (regular) payments can be arranged from credit union account;
- Savings accounts;
- Young savers accounts
- Credit Union loans;

This credit union is already operating in Brent. Cred E card allows for bill payment and accepts benefit payments.


However, no 'current account' is currently being offered. There are also no standing branches in Brent, although a service is being offered by Advice4Renters.

### **3. My Community Bank (formerly Brent Shrine CU)**

My Community Bank is an online CU that offers savings and loans. Its common bond includes anyone living or working in the London Borough of Brent and nationally to all who are members of associations concerned with the culture, cuisine, finance or welfare of the South Asian community in the UK. Its goal is to fight financial exploitation. The range of products and services includes:

- Savings accounts
- Credit Union loans; and
- Cash ISAs.

The credit union is already operating in Brent. However, no 'current account' is currently being offered. There is no junior savers account offered. There are also no standing branches and the credit union is now registered outside of Brent.

 <b>Brent</b>	<b>Housing Scrutiny Committee</b> 25 April 2019
	<b>Report from the Strategic Director of Performance, Policy, and Partnerships</b>
<b>Service Provision on Estates in Brent: Overview and Scrutiny Task Group</b>	

<b>Wards Affected:</b>	All
<b>Key or Non-Key Decision:</b>	Key
<b>Open or Part/Fully Exempt:</b> <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	Open
<b>No. of Appendices:</b>	4
<b>Background Papers:</b>	None
<b>Contact Officer(s):</b> <small>(Name, Title, Contact Details)</small>	Jackie Barry-Purssell – Senior Policy and Scrutiny Officer <a href="mailto:Jacqueline.barry-purssell@brent.gov.uk">Jacqueline.barry-purssell@brent.gov.uk</a>

## 1.0 Purpose of the Report

1.1 To update committee members with the report from the members’ overview and scrutiny task group which was set up to review service provision on estates in Brent.

## 2.0 Recommendation(s)

2.1 Members of the committee to discuss and agree the contents of the task group report, particularly the recommendations for Brent Council’s Cabinet.

## 3.0 Detail

3.1 The Housing Scrutiny Committee can commission evidence based reviews of a policy area of function of the local authority, which are led by non-executive members. As part of the work programme discussion, members of the committee discussed a variety of areas which they would like to examine in greater detail. One of these was **Service Provision on Estates in Brent**.

3.2 The committee formally set up the members’ task group on 29 November 2018. Committee agreed Councillor Long would chair the Task Group, and the other members would be Councillor Aden, Councillor Choudhary, Councillor Mitchell Murray, Councillor Stephens and Karin Jaeger (co-optee). This was an evidence-based review. The Task Group held a series of evidence gathering

sessions. Members of the Task Group were asked to develop recommendations and these are included in the attached report.

#### **4.0 Financial Implications**

4.1 If a recommendation was to be accepted and implemented then the financial implications would need to be accounted for in a subsequent report to Cabinet. However, none of the task group's recommendations to the Housing Scrutiny Committee have significant financial or Budget implications.

#### **5.0 Legal Implications**

5.1 The Council is a Best Value Authority in accordance with s 1(1) of the Local Government Act 1999. It is required to make arrangements to secure continuous improvement in the way it exercises its functions, having regard to economy, efficiency and effectiveness pursuant to s3 of the Local Government Act 1999. If a recommendation was to be accepted and implemented, then the legal implications would need to be accounted for in a subsequent report to Cabinet, which may include issues such as consultation and the current contractual arrangements that the Council has in place.

#### **6.0 Equality Implications**

6.1 Brent is committed to equality, diversity and inclusion; the council is determined to be an exemplar of good practice in equality, diversity and human rights and it is our policy to treat everyone fairly and with respect. We aim to ensure that all our current and future residents, staff and stakeholders are treated fairly and receive appropriate, accessible services, and fair and equal opportunities.

6.2 This commitment requires that equality considerations play a key role in our decision-making processes and that our policies are fully compliant with the duties placed on us as a public sector body by the Equality Act 2010. Equality Analyses (EAs) ensure that we follow through on our commitment to equality and they provide a method for clearly demonstrating the necessary legal compliance.

6.3 The Equality Act 2010 replaced the pre-existing anti-discrimination laws with a single Act. The legislation covers the exercise of public functions, employment and work, goods and services, premises, associations, transport and education. The act prohibits victimisation and harassment, and all of the following forms of discrimination: direct; indirect; by association; by perception; or discrimination arising from disability. The detail regarding the Public Sector Equality Duty pursuant to section 149 of the Equality Act 2010 is set out in paragraph 5.3 above.

6.4 There are no immediate equalities implications arising from this report for the local authority. However, if the proposed recommendations are accepted and implemented then they would help to reduce wider social inequalities in the borough, particularly for people who live on estates.

#### **7.0 Consultation with Ward Members and Stakeholders**

7.1 Ward members who are committee members have been involved in this report.

**8.0 Human Resources/Property Implications (if appropriate)**

8.1 The task group report does not have human resources/property implications.

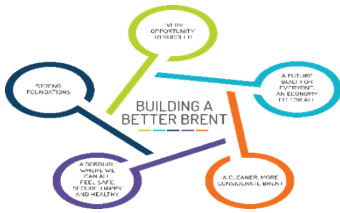
**Report sign off:**

**PETER GADSDON**

Strategic Director of Performance  
Policy and Partnerships

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## Appendix 1



### **Service Provision on Estates in Brent**

An Overview and Scrutiny Task Group Report

**Chair; Councillor Janice Long**

**Housing Scrutiny Committee - April 2019**

**Task Group Membership:**



Councillor Janice Long (**Chair**)



Councillor Abdi Aden,



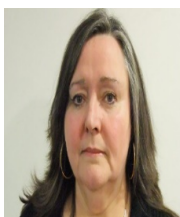
Councillor Shafique Choudhary,



Councillor Wilhelmina Mitchell Murray,



Councillor Thomas Stephens,



Karin Jaeger (co-optee)



**The Task Group was set up by Brent Council's Housing Scrutiny Committee on 29 November 2018.**

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**@Brent Council #scrutiny Brent**

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# 1. The Chair's Foreword



Brent Council takes pride in all the services we provide for residents. Those delivered on Brent's housing estates are particularly important to the people who live there and to ensuring a good quality of life in vibrant, sustainable neighbourhoods our people can be glad to call home. Their delivery is more complicated with a mixed economy – residents have to deal with a range of agencies and, in particular with the Registered Providers managing each estate. Getting it right is less straightforward but even more important.

This is why we have prepared this report. We have focussed on three sites – Chalkhill, Stonebridge and Church End/Roundwood – our three earliest regeneration areas. Each is managed by a different provider Hyde (Stonebridge), Metropolitan (Chalkhill) and Catalyst (Church End/Roundwood). In each housing management has to be integrated with that of the public realm, with services like grounds maintenance, waste and street cleaning, parking and highways.

We have found that the sheer number and range of people involved in service delivery can make it confusing to residents to know who to raise any issues with. Too often they receive a variable level of service.

We believe there are things that can be done across the council to improve the quality and accessibility of services. This report makes a number of recommendations. We look forward to seeing how these are delivered.

I would like to thank all those who gave their time to meet with me and the other members of the Task Group and the valuable insights they gave. I would like to give my personal thanks to the members of the Task Group – Councillors Aden, Choudhary, Mitchell-Murray, and Stephens and our co-opted member Karin Jaeger for all their hard work on this important subject.

**Cllr Janice Long – Chair**

## 2. Recommendations

**The Scrutiny Task Group makes the following recommendations to Brent Council's Cabinet:**

### **Recommendation One: Consistency - Brent Standard**

The council should establish a Brent Standard so that residents know the level and quality of service they can expect from Registered Providers and Brent Housing and the council's contractors in terms of the services featured in this report. The Brent Standard to be supported by a Residents' Charter setting out how service requests can be made and detailing response times for all key services delivered. This will help ensure that Registered Providers are accountable to and subject to scrutiny from residents. Residents should be able to report on how well their landlord is fulfilling the commitments. The results should be available to the public.

### **Recommendation Two: Information**

Provide accessible information (signposting to what services are delivered and by whom) to residents including an estate profile for each estate building on the approaches taken by Hackney and Lewisham. Examples of these can be seen at

<https://hackney.gov.uk/article/3866/Estate-services>

<https://www.lewishamhomes.org.uk/your-home/your-estate/>

### **Recommendation Three: Waste Management and External Cleaning**

In renewing contracts for waste services on estates, the council should ensure that the needs of residents on estates are central. Services should be tailored so that they address the particular needs of people living in flats including a focus on increasing recycling. Ways of raising awareness of the benefits of recycling should be further explored. The approach to external cleaning on estates needs to be reviewed and improvements made.

### **Recommendation Four: Complaints and Service Requests**

Registered Providers should provide complaint and service request data to the council on a monthly basis for discussion. This is particularly important where the complaints

relate to services that the council or its contractor delivers. These should be reviewed alongside the complaints information for council-owned estates so that trends, hotspots and areas for attention can be identified and addressed. These should be reported regularly to the Scrutiny Committee.

#### **Recommendation Five: Transparency of Service Charges**

The transparency of service charges needs to be reviewed. Tenants and leaseholders must be clear about what they are paying for and the potential impacts of any increase in service charges.

#### **Recommendation Six: Parking**

The roll out of parking restrictions on estates (where the roads are adopted) needs to be revisited and progress agreed.

#### **Recommendation Seven: Roads and Pavements**

The condition of roads and pavements on estates needs to be reviewed and actions put in place to improve their condition. Roads and pavements on new build should be designed up to an adoptable standard. Respective responsibility for management and maintenance needs to be made more transparent.

#### **Recommendation Eight: Grounds maintenance design**

Working with service providers the council should review planting and landscape design and ensure that any future developments encourage grounds maintenance delivery rather than hinder it. In particular, new planting should be low maintenance. It should not act as a litter trap. Consideration should be given on how it looks throughout the seasons and over the years.

### **3. Methodology**

This was an evidence-based review. The Task Group held a series of evidence gathering sessions. These included a series of meetings with senior officers from the council's Housing and Environment departments including the Operational Director of Housing, Head of Parking and Street Lighting, Public Realm Performance Manager, Head of Neighbourhood Management and the Head of Housing and Neighbourhoods. The Cabinet Member for Housing and Welfare Reform also attended a Task Group meeting. In addition, discussions took place with the Registered Providers – Hyde,

Catalyst and Metropolitan and the Operations Director for the cleaning contractor – Wettons. A full list of participants in the Task Group’s evidence gathering can be found in appendix two of this report. The evidence gathering was combined with extensive research.

The scope and terms of reference were agreed on Thursday 29 November 2018. Members of the Task Group took part in five meetings corresponding to the terms of reference in the original scoping paper. Broadly, the themes for each of the meetings were:

- **Meeting One – 11 December** – Regional and Local Context
- **Meeting Two – 8 January** – Waste Management, Street Lighting and Parking
- **Meeting Three – 12 February** – Neighbourhood Management, Cleaning and Customer Services
- **Meeting Four – 5 March** – Strategic Overview – Cabinet Member Housing and Welfare Reform, review of evidence and formulation of key recommendations
- **Meeting Five – 2 April** - Draft report and recommendations discussion

In addition, site visits were undertaken to Chalkhill, Stonebridge and Church End/Roundwood Estates to “reality check” service delivery as well as to speak to representatives from the Registered Providers – Catalyst (Roundwood/Church End), Hyde (Stonebridge) and Metropolitan (Chalkhill).

Recommendations for the Cabinet were developed according to existing legislation for local authority scrutiny, which means that a local authority executive is not compelled to act on a recommendation; however, it must respond to any recommendations made by an overview and scrutiny review within **two months**.

#### 4. Brent’s Context and the Council

The London Borough of Brent is the sixth largest borough in the capital in terms of population with an estimated 332,100 residents. The population has grown significantly, and it is one of the most multi-cultural areas in the country with many different languages spoken in the borough. Brent is characterised by large estates of regenerated former council housing with estates like South Kilburn, Stonebridge, and

Chalkhill, alongside neighbourhoods with high rates of owner occupation which have experienced significant gentrification.

Brent has approximately 117,000 dwellings. Of these 8,000 are managed by the council on social/affordable rents and 3,500 on leaseholds. A further 20,221 are managed by Registered Providers. Some 55 Registered Providers (RPs) have stock in the borough, with 12 holding the largest proportion of stock. Since 1993 RP-managed stock has increased by 108%, an increase above the London average. **(Source: Brent Responsible Growth Strategy. Housing Theme)**

The major housing regeneration schemes of Stonebridge, Church End, Chalkhill, South Kilburn (on-going) and Barham Park have seen the management of over 9,000 council units transferred to Housing Associations (Registered Providers).

Since the 1980s the split of rental accommodation in the borough has therefore shifted considerably, with a growth in HA units followed by a resurgence in private renting, with a gradually larger proportion of properties in the private rental sector over time.

In recent years, private-sector led redevelopment, particularly at Wembley Park, has led to new high-rise housing. The borough's largest town centres are in Harlesden, Willesden, Kilburn, Kingsbury, Neasden, and Wembley. While there has been investment and improvement of the town centres they have also experienced decline. The borough has approximately 1,000 acres of open space; the largest include Fryent Country Park, and Gladstone Park in Dollis Hill.

Brent Council is organised into five departments: Chief Executive's, Children and Young People; Community Wellbeing; Regeneration and Environmental Services and Resources. Housing sits within the Community Wellbeing Department and is led by the Strategic Director. Political leadership is provided by the Lead Member for Housing and Welfare Reform.

While the borough's population has grown, the council's core funding from central government has fallen by 63% in real terms since 2010. Departmental expenditure has declined, non-statutory services and the workforce have reduced.

The Budget 2019/2020 has now been agreed, confirming continued contraction of revenue expenditure for the local authority. The overall day-to-day expenditure across

all departments, also known as the General Fund, will fall from £242.2million in 2018/2019 to £238.6million in 2019/20.

## 5. Background

This topic has been chosen because of the importance of ensuring a seamless service is delivered for those who live in the borough regardless of tenure or management. Feedback from residents shows that the public realm and how it is delivered is a high priority for those who live in Brent. As a universal service, it is what residents experience on a daily basis. Services on housing estates are delivered by a range of organisations delivering on behalf of the council and Registered Providers and/or their contractors. This Task Group has engaged with these key organisations.

An ambitious and co-ordinated approach is important for residents on all Brent housing estates to ensure that the services delivered meet the needs of users. This is of particular importance where various public realm activity takes place often in high housing density areas. Effective public realm delivery is a key cornerstone for future changes and long term investments.

There are a number of key stakeholders for this area of work - council departments (proposing public realm improvements and whose decisions have an impact on the public realm), Registered Providers, other public sector bodies and the private sector.

Key public realm principles include the need to ensure that the public realm is designed and delivered:

- In a coordinated, rational way, de-cluttered to ensure an inclusive environment
- With management and maintenance in mind;
- To stand the test of time;
- To promote a sense of ownership, respect, responsibility and community;

Services on council estates are delivered by key council contractors as follows:

- Waste Management – Veolia
- Grounds Maintenance – Veolia
- Parking – Wing Parking
- Estate Cleaning – Wetttons



- Street Lighting – Bouygues (that fall within the remit of the council’s parking and lighting service)

## 6. Regional Context

This work is set within the regional context of the London Housing Strategy, the Mayor’s Environment Strategy and the London Plan.

The **London Housing Strategy** sets out the Mayor's plans to tackle the capital's housing crisis and his vision to provide all Londoners with a good quality home they can afford. The strategy was formally adopted in August 2018.

This strategy has five key areas:

- building more homes for Londoners
- delivering genuinely affordable homes
- high-quality homes and inclusive neighbourhoods
- a fairer deal for private renters and leaseholders
- tackling homelessness and helping rough sleepers

The Mayor published his **first integrated Environment strategy** in May 2018. In it he outlined the importance of public realm aspects in improving the quality of life for those who live, work and visit the area.

***“The state of London’s environment affects everyone who lives in and visits the city”. (Executive Summary – May 2018)***

Although the Mayor’s powers to get involved in public realm on estates are limited, the principles that he referred to in his strategy are important. The strategy sets out a vision to 2050. It is focused on supporting good health and quality of life and on making the city a better place to live, work and do business.

The aims for 2050 are focused on – climate change (London will be a zero carbon city by 2050, with energy efficient buildings, clean transport and clean energy) waste (London will be a zero waste city. By 2026 no biodegradable or recyclable waste will be sent to landfill and by 2030 65 per cent of London’s municipal waste will be recycled) and adapting to climate change (London and Londoners will be resilient to

severe weather and longer-term climate change impacts. This will include flooding, heat risk and drought).

The outcomes outlined are:

- Greener
- Cleaner
- Ready for the Future

These are all important features of effective public realm delivery on housing estates.

**The London Plan** is the statutory Spatial Development Strategy for Greater London prepared by the Mayor of London (“the Mayor”) under the Greater London Authority Act 1999 (as amended) and associated regulations.

The London Plan sets out the Mayor’s general policies for the development and use of land in Greater London and deals with the spatial development aspects of his other strategies. When published in its final form the Plan will comprise part of the statutory development plan for Greater London.

The current 2016 Plan (The London Plan consolidated with alterations since 2011) is still the adopted Development Plan, but the draft London Plan is a material consideration in planning decisions.

## 7. The Task Group

In its work the Task Group sought to gain an understanding of the barriers and solutions to service provision on Registered Provider managed housing estates. It is clear that there is no one solution but a number of opportunities to make recommendations that would improve the services delivered and ensure a good standard of service to residents regardless of landlord or tenure. We have reached conclusions about approaches the council should take and we have grouped our key findings under eight themes, as follows:

- 1. Consistency – Brent Standard**
- 2. Information**
- 3. Waste Management and External Cleaning**

- 4. Complaints and Service Requests**
- 5. Transparency of service charges**
- 6. Parking**
- 7. Roads and Pavements**
- 8. Grounds maintenance design**

In total we have made eight key recommendations, but our findings in fact highlight a broader range of approaches the council should consider. The council may wish to take some time in considering what success would look like in 20 years given the range of developments across the borough, particularly for residents who live on estates, given that these are likely to be managed by a range of landlords.

Currently, there are 55 Registered Providers operational in the borough. Their relationship with the council is based on collaboration rather than regulation. Where more than one Registered Provider is operational on an estate there will be different landlords with different approaches. In these cases, join-up is really important. Task Group members recognise the challenge of balancing the needs of residents with the delivery of the most affordable housing. This is further complicated by the fact that residents on estates will live in homes with different tenures – social/affordable rent, shared ownership, leasehold and private rent. All should enjoy a similar standard of service.

The Task Group reviewed the key housing meetings that take place. To note are the Housing Strategy and Delivery Board organised by the council and bringing together the local authority and Registered Providers discusses and agrees housing strategy and delivery on a quarterly basis. At a local level, the South Kilburn Regeneration meeting meets on a quarterly basis to discuss the management of the Estate. The forum purpose is:

- Placemaking
- Engaging in the community
- Grounds maintenance
- Maintenance and Cleaning contracts
- Refuse
- Unadopted roads

## 8. Task Group Key Findings

### **Standards of Service**

The standards of service identified by the Task Group across the 3 case study areas varied considerably. Housing management is provided by different Registered Providers - Hyde (Stonebridge), Metropolitan (Chalkhill) and Catalyst (Roundwood/Church End). Public Realm services such as waste management, grounds maintenance, parking and cleaning are delivered by a variety of providers contracted and managed by the Council. This can lead to confusion, a lack of effective performance monitoring and management resulting in the needs of residents going unmet. Whilst Registered Providers strive to deliver a good service for residents this is not consistent across the board.

### **Recommendation One: Brent Standard**

**The council should establish a Brent Standard so that residents know the level and quality of service they can expect from Registered Providers and Brent Housing and the council's contractors in terms of the services featured in this report. The Brent Standard to be supported by a Residents' Charter setting out how service requests can be made and detailing response times for all key services delivered. This will help ensure that Registered Providers are accountable to and subject to scrutiny from residents. Residents should be able to report on how well their landlord is fulfilling the commitments. The results should be available to the public.**

### **Information for Residents**

The Task Group found that given the number of people and agencies involved in service delivery it can sometimes become confusing for residents about who they need to go to if they have issues/concerns. Although there are engagement processes in place for residents such as Hydewide Residents Voice (Stonebridge) and Hydewide Residents Eye – (an inspection group who scrutinise and make recommendations for service improvement through 4 service inspections a year), block champions, targeted

communication with contractors and estate newsletters, there is still an opportunity to improve this further.

The Task Group found that residents don't always have the information they need for the services that are delivered on their estates. There is a range of reasons for this including lack of clarity about who delivers which services, lack of signposting and lack of engagement between residents and the providers of services. On some estates, residents raise queries on services with the Registered Provider when in fact it should be the council and vice versa.

### **Recommendation Two: Information**

**Provide accessible information (signposting to what services are delivered and by whom) to residents including an estate profile for each estate building on the approaches taken by Hackney and Lewisham. Examples of these can be seen at**

<https://hackney.gov.uk/article/3866/Estate-services>

<https://www.lewishamhomes.org.uk/your-home/your-estate/>

### **Waste Management and External Cleaning**

Waste Management is of particular importance to public health and quality of life on estates. Veolia is the main council contractor providing waste management services, including refuse collection and recycling. Aside from ground floor properties, the majority of bins on estates are communal. Residents often assume that the RP is responsible for all maintenance issues, which is not the case. There also appears to be conflicting views on who cleans the communal bins including food waste bins.

The current waste contract spans 2014-2023 but has an option for extension for up to 7 years. The contract does not have recycling targets with a focus more on reducing waste. It provides for a flat rate payment for waste collection with any additional costs being met by the contractor. It does not include provision to clean bins. Recycling bins are old and their location could be more accessible. The same contractor is responsible for street cleaning. The top three issues that get raised by residents across the 3 case study estates are – missed collections, fly-tipping and the state of the bins (in particular rats and vermin).

All three areas have adopted streets which should be maintained by Brent / Veolia. However, the standards of cleaning by the Chalkhill new build are poor. This is evidenced by the build-up of leaf mould and litter in the kerbs and planted areas. The Task Group found that the side of Chalkhill Road containing the “scientist estate” is swept but the side containing the Metropolitan blocks is not swept. The RP has asked its own contractors to undertake this work due to the lack of progress from the council’s contractor.

The Waste Contract Board meets on a monthly basis and includes representatives from housing, neighbourhood management and the contractor. Neighbourhood Mangers also sit in on “new build” proposals.

The waste management contract will soon be under review and it will be important that the issues faced by residents on estates are central in this review.

### **Recommendation Three: Waste Management and External Cleaning**

**In renewing contracts for waste services on estates, the council should ensure that the needs of residents on estates are central. Services should be tailored so that they address the particular needs of people living in flats including a focus on increasing recycling. Ways of raising awareness of the benefits of recycling should be further explored. The approach to external cleaning on estates needs to be reviewed and improvements made.**

### **Complaints and Service Requests**

Registered Providers operate their own individual complaints and service request systems. The Task Group reviewed the complaints and service requests received and these were focused mainly on housing repairs. The council operates its own complaints and service requests process. However, the Task Group found that complaints information was not regularly shared between the council and the Registered Providers. In addition, performance monitoring of complaints across all estates including hotspot areas was not undertaken in a consistent way.

### **Recommendation Four: Complaints and Service Requests**

**Registered Providers should provide complaint and service request data to the council on a monthly basis for discussion. This is particularly important where the complaints relate to services that the council or its contractor delivers.**

**These should be reviewed alongside the complaints information for council-owned estates so that trends, hotspots and areas for attention can be identified and addressed. These should be reported regularly to the Scrutiny Committee.**

### **Transparency of Service Charges**

The Task Group reviewed service charges across all three sites. These vary considerably from site to site. Typically, the leaseholders and tenants at estate/block level can receive the following service charges:

- Gardening & Grounds Maintenance
- External Cleaning
- Communal utilities
- Internal cleaning
- Building repairs and maintenance
- Statutory testing and servicing

The apportionment of the service charges that each individual leaseholder will receive depends on the method set out for this in the lease, meaning the cost will vary from block to block. The Task Group were made aware of two examples Maple Grove and Belvedere Way where the “right to buy” approach appears to have caused service charges to be borne by the remaining tenants and apparently resulting in high service charges. Consideration needs to be given to how service charges are deployed in situations such as these.

The Task Group noted that the service charges needed greater transparency as well as the inclusion of optional services and how much these would cost.

### **Recommendation Five: Transparency of Service Charges**

**The transparency of service charges needs to be reviewed. Tenants and leaseholders must be clear about what they are paying for and the potential impacts of any increase in service charges.**

### **Parking**

A feature of all three sites that the Task Group identified was that, apart from event day parking on Chalkhill, there were no parking controls on the estates. However, there are clearly parking pressures. There is little visible spare capacity during the day

and parking pressures increase in the evening and night. This has resulted in double parking and parking on pavements/kerb buildouts. Bollards have been installed to control parking at corners and on kerb buildouts but there are few enforceable double yellow lines. There has been double parking in the Catalyst new build area which has blocked access by emergency vehicle.

The RPs have introduced parking controls on their own land, mainly car parks. But the council-maintained streets on estates have no parking controls. The Catalyst (Church End/Roundwood) new build are next to the CPZs for Harlesden, Stonebridge has extra flats and pressures from Harlesden station, Chalkhill is near Wembley Park station. Much of the parking at the new build properties in Chalkhill is at 90 degrees to the pavement. This often leads to vehicles overhanging the pavement, which in turn restricts the width of the pavement for pedestrians. Often this angle of parking is dictated by the design of the landscaping. The Task Group found that the quality of the road / car park is often poor on estates / flats managed by both the council and RPs. Pavements are often damaged by vehicle encroachment.

In the future electric charging points may have to be installed on these estates. There needs to be some form of parking control so they can be accessed by the local residents and information provided as to the number of parking places that are required.

### **Recommendation Six: Parking**

**The roll out of parking restrictions on estates (where the roads are adopted) needs to be revisited and progress agreed.**

### **Roads and Pavements**

The condition of roads and pavements in some of estates visited by the Task Group was poor, for example Church End traditional. Boundary issues in terms of who maintains and manages the roads and pavements were also raised with the Task Group.

### **Recommendation Seven: Roads and Pavements**

**The condition of roads and pavements on estates needs to be reviewed and actions put in place to improve their condition. Roads and pavements on new**



**build should be designed up to an adoptable standard. Respective responsibility for management and maintenance needs to be made more transparent.**

### **Grounds maintenance design**

The design of grounds planting and landscaping that need maintaining needs to be reviewed. The Task Group found that some layouts lend themselves to difficulties in terms of maintenance as well as attracting dumping of bulky waste and fly-tipping. Residents had also raised complaints about vermin. Over time some planted areas appear unkempt because of the type of planting.

### **Recommendation Eight: Grounds maintenance design**

**Working with service providers the council should review planting and landscape design and ensure that any future developments encourage grounds maintenance delivery rather than hinder it. In particular, new planting should be low maintenance. It should not act as a litter trap. Consideration should be given on how it looks throughout the seasons and over the years.**

## APPENDIX 2 - TASK GROUP MEMBERSHIP

<b>Chair</b>	Councillor Janice Long
<b>Members</b>	<ol style="list-style-type: none"><li>1. Councillor Abdifatah Aden</li><li>2. Councillor Shafique Choudhary</li><li>3. Councillor Wilhelmina Mitchell Murray</li><li>4. Councillor Thomas Stephens</li><li>5. Karin Jaeger (co-optee)</li></ol>

The Senior Policy and Scrutiny Officer who supported the work of the Task Group was Jackie Barry-Purssell

## APPENDIX 3 – PARTICIPANTS

The views expressed in this report are those of the Task Group. However, during their investigations the group met with or consulted all of the following and the Task Group is extremely grateful to all the participants for their valuable input, insight and challenge.

<b>Brent Council</b>	<ul style="list-style-type: none"><li>• Councillor Eleanor Southwood, Lead Member for Housing and Welfare Reform</li> <li>• Brent - Operational Director of Housing – Hakeem Osinaike</li> <li>• Brent - Head of Parking and Street Lighting – Gavin Moore</li> <li>• Brent - Public Realm Performance Manager – Ilana Shaw</li> <li>• Brent – Head of Neighbourhood Management – Simon Finney</li> <li>• Brent – Head of Housing and Neighbourhoods – Troy Francis</li> <li>• Wettons - Operations Director - Clive Robinson –</li></ul> <p><b>Registered Providers</b></p> <ul style="list-style-type: none"><li>• Metropolitan Thames Valley Housing (Chalkhill) - Durrant Morris – Housing Services Manager</li></ul>
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	<ul style="list-style-type: none"> <li>• Catalyst Housing Ltd (Church End/Roundwood) - Kemy George – Neighbourhood Experience Manager</li> <li>• Hyde (Stonebridge) - Benjamin Bankole Bello - Head of Housing</li> </ul>
<p><b>Sharing Good Practice – Other Councils</b></p>	<p>Hackney Council</p> <p>Lewisham Council</p>

## **APPENDIX 4 – TERMS OF REFERENCE**

- a) Understand the regional policy for service provision on housing estates including public realm activity.
- b) Understand the current customer facing and public realm activity on estates from the perspective of those who deliver the services.
- c) Understand how tenure mix has worked/changed.
- d) Gain an overview of leaseholder and tenant service charges.
- e) Review how parking pressures have changed including bicycle storage demand and provision of electric charging points.
- f) Gain an understanding of waste management provision.
- g) Evaluate the contracts in operation.
- h) Review any changes proposed.
- i) Highlight and learn from case studies of good practice.
- j) Review the co-ordination, planning and co-operation between different agencies and organisations.
- k) Develop recommendations for the council's Cabinet which are focused on the improvement of service provision on estates by the council and its partners.

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## 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"> <li>1. To improve the committee's understanding of why overruns occur in the Capital Programme</li> <li>2. To assess the impact of overruns for the council and residents</li> <li>3. To scrutinise the ongoing work to reduce these</li> </ol>	<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"> <li>1. Phil Porter, Strategic Director Community Wellbeing;</li> <li>2. Hakeem Osinaike, Operational Director Housing;</li> <li>3. Minesh Patel, Head of Finance</li> </ol>
2.	Resident Engagement	<ol style="list-style-type: none"> <li>1. To improve the committee's understanding of the resident engagement approach</li> <li>2. To assess performance to date in this area and areas for further improvement</li> </ol>	<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"> <li>1. Phil Porter, Strategic Director Community Wellbeing;</li> <li>2. Hakeem Osinaike, Operational Director Housing;</li> <li>3. Troy Francis, Head of Housing Management Services;</li> <li>4. Minesh Patel, Head of Finance</li> </ol>

3.	Estate Parking	<ol style="list-style-type: none"> <li>1. To review the current position on estate parking</li> <li>2. To scrutinise future changes and the potential impact for residents and the borough</li> </ol>	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"> <li>1. Phil Porter, Strategic Director Community Wellbeing;</li> <li>2. Hakeem Osinaike, Operational Director Housing;</li> <li>3. Minesh Patel, Head of Finance</li> </ol>
4.	Scrutiny 2017/18 Annual Report and Work Programme 2018-19	<ol style="list-style-type: none"> <li>1. Committee to review the 2017-18 annual report and the work programme for 2018-19</li> </ol>	Cllr Eleanor Southwood – Lead Member for Housing and Welfare Reform/Cllr Janice Long – Chair of the Housing Scrutiny Committee	N/A
5.	Forward Plan	<ol style="list-style-type: none"> <li>1. The Committee to review the Forward Plan (housing element).</li> </ol>	Cllr Eleanor Southwood – Lead Member for Housing and Welfare Reform/Cllr Janice Long – Chair of the Housing Scrutiny Committee	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"> <li>1. To scrutinise the allocations policy</li> <li>2. To gain an understanding of how the policy works in practice – including for Care Leavers</li> <li>3. To review performance</li> </ol>	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"> <li>1. Phil Porter, Strategic Director Community Wellbeing;</li> <li>2. Hakeem Osinaike - Operational Director Housing;</li> <li>3. Laurence Coaker, Head of Housing Needs;</li> <li>4. Minesh Patel, Head of Finance</li> </ol>
2.	Grounds Maintenance (Estates)	<ol style="list-style-type: none"> <li>1. Scrutinise the approach to Grounds Maintenance on Estates</li> <li>2. Review contract management</li> <li>3. Gain an overview of current challenges and work underway to address these</li> </ol>	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"> <li>1. Phil Porter, Strategic Director Community Wellbeing;</li> <li>2. Hakeem Osinaike, Operational Director Housing;</li> </ol>

				<p>3. Troy Francis - Head of Housing Management Services</p> <p>4. Minesh Patel, Head of Finance</p>
3.	Landlord Licensing	<ol style="list-style-type: none"> <li>1. To review the objectives and performance of the landlord licensing scheme</li> <li>2. To review enforcement action undertaken</li> <li>3. To understand future plans for this area</li> </ol>	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"> <li>1. Phil Porter, Strategic Director, Community Wellbeing;</li> <li>2. Hakeem Osinaike, Operational Director Housing;</li> <li>3. Spencer Randolph, Head of Private Housing Services;</li> <li>4. Minesh Patel, Head of Finance</li> </ol>
4.	Scrutiny Committee's Work Programme 2018-19	<ol style="list-style-type: none"> <li>1. The report updates Members on the Committee's Work Programme for 2018-19</li> </ol>	Cllr Eleanor Southwood – Lead Member for Housing and Welfare Reform/Cllr Janice Long – Chair of the Housing Scrutiny Committee	N/A

5.	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, 29 November 2018

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

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

		budget		
3.	Performance Update	<ol style="list-style-type: none"> <li>1. Scrutinise performance across the service</li> <li>2. Review strengths and areas for further improvement</li> </ol>	Cllr Eleanor Southwood – Lead Member for Housing and Welfare Reform/Cllr Janice Long – Chair of Housing Scrutiny Committee	<ol style="list-style-type: none"> <li>1. Phil Porter, Strategic Director Community Wellbeing;</li> <li>2. Hakeem Osinaike, Operational Director Housing</li> <li>3. Minesh Patel, Head of Finance</li> </ol>
Page 76	Housing Complaints	<ol style="list-style-type: none"> <li>1. To scrutinise complaints relating to the Housing Service</li> <li>2. To understand the strengths and gaps</li> <li>3. To gain an overview of the work that is underway to close the gaps</li> </ol>	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"> <li>1. Phil Porter, Strategic Director, Community and Wellbeing;</li> <li>2. Hakeem Osinaike, Operational Director Housing;</li> <li>3. Troy Francis, Head of Housing Management Services;</li> <li>4. Minesh Patel, Head of Finance</li> </ol>
5	Scrutiny Committee's Work Programme 2018-19	<ol style="list-style-type: none"> <li>1. The report updates Members on the Committee's Work Programme for 2018-19</li> </ol>	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"> <li>1. The Committee to review the Forward Plan (housing element).</li> </ol>	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"> <li>1. To scrutinise approach and outcomes delivered</li> <li>2. To review how performance in this area is measured</li> </ol>	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"> <li>1. Phil Porter, Strategic Director Community Wellbeing;</li> <li>2. Hakeem Osinaike, Operational Director Housing;</li> <li>3. Minesh Patel, Head of Finance</li> </ol>
2.	New CRM System	<ol style="list-style-type: none"> <li>1. Scrutinise management and usage of the new CRM system</li> <li>2. Review performance and customer feedback</li> <li>3. Scrutinise links with the wider Housing Service</li> </ol>	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"> <li>1. Phil Porter, Strategic Director, Community Wellbeing;</li> <li>2. Hakeem Osinaike, Operational Director Housing;</li> <li>3. Troy Francis, Head of Housing Management Services</li> <li>4. Minesh Patel, Head of Finance</li> </ol>

3. Page 79	I4B & FWH	<ol style="list-style-type: none"> <li>1. Scrutinise impact on housing</li> <li>2. Review locations and quality of housing</li> <li>3. Review the impact on the waiting list</li> </ol>	<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"> <li>1. Phil Porter, Strategic Director, Community Wellbeing;</li> <li>2. Hakeem Osinaike, Operational Director Housing;</li> <li>3. Laurence Coaker, Head of Housing Needs</li> <li>4. Minesh Patel, Head of Finance</li> </ol>
5.	Scrutiny Committee's Work Programme 2018-19	<ol style="list-style-type: none"> <li>1. The report updates Members on the Committee's Work Programme for 2018-19</li> </ol>	<p>Cllr Eleanor Southwood – Lead Member for Housing and Welfare Reform/Cllr Janice Long – Chair of the Housing Scrutiny Committee</p>	N/A
6.	Forward Plan	<ol style="list-style-type: none"> <li>1. The Committee to review the Forward Plan (housing element).</li> </ol>	<p>Cllr Eleanor Southwood – Lead Member for Housing</p>	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"> <li>1. Scrutinise approach to tackling ASB on Estates</li> <li>2. Review links to wider ASB challenges in the borough</li> </ol>	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"> <li>1. Phil Porter, Strategic Director Community Wellbeing;</li> <li>2. Hakeem Osinaike, Operational Director Housing;</li> <li>3. Rep from Public Protection (tbc);</li> <li>4. Minesh Patel, Head of Finance.</li> <li>5. Cllr Tom Miller (Lead Member for Stronger Communities)</li> </ol>
2.	Rent Arrears (including Registered Providers)	<ol style="list-style-type: none"> <li>1. Scrutinise the level of rent arrears</li> <li>2. Review location and trends</li> <li>3. Explore actions in place to tackle these arrears</li> <li>4. Explore approach to evictions</li> </ol>	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"> <li>1. Phil Porter, Strategic Director Community Wellbeing;</li> <li>2. Hakeem Osinaike, Operational Director Housing;</li> <li>3. Minesh Patel, Head of Finance;</li> <li>4. One Registered Provider (tbc).</li> </ol>
3.	Fire Safety	<ol style="list-style-type: none"> <li>1. Evaluate fire safety in council housing</li> <li>2. Improved awareness of the mitigation measures in place for civil emergencies</li> </ol>	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"> <li>1. Phil Porter, Strategic Director Community Wellbeing;</li> <li>2. Hakeem Osinaike, Operational Director Housing;</li> <li>3. Minesh Patel, Head of Finance</li> </ol>

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	<ol style="list-style-type: none"> <li>1. Phil Porter, Strategic Director Community Wellbeing;</li> <li>2. Hakeem Osinaike, Operational Director Housing;</li> <li>3. Minesh Patel, Head of Finance</li> </ol>
4	Draft Tackling Financial Exclusion Strategy	1. Pre-scrutiny	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"> <li>1. Peter Gadsdon – Director, Performance, Policy and Partnerships</li> <li>2. David Oates (Head of Customer Services Operations)</li> </ol>
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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# LONDON BOROUGH OF BRENT

## FORWARD PLAN OF KEY DECISIONS

for the period 15 April 2019 to 31 August 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 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](mailto: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](mailto: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: April 2019**

email: [committee@brent.gov.uk](mailto: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
<b>March</b>					
<p><b>Gateway to Support Services</b> 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><b>KEY</b></p> <p>Report: <b>Part exempt</b></p>	<p>Strategic Director, Community Well-being</p>	<p>Strategic Director, Community Well-being</p>	<p>Lead Member for Adult Social Care (Councillor Harbi Farah)</p>	<p>Not before 1 Mar 2019</p>	<p>Operational Director, Adult Social Care Tel: 020 8937 6168 helen.woodland@brent.gov.uk</p>

Part Exempt

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><b>Authority to award contract for Street Lighting Maintenance</b> Report seeks authority to award contract for the street lighting maintenance contract due to commence on 01/04/19</p> <p><b>KEY</b></p> <p>Report: <b>Part exempt</b></p>	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
<b>April</b>					
<p><b>Review of the Voluntary and Community Sector</b> To present the findings and recommended next steps from a review of the voluntary and community sector.</p> <p><b>Reason for deferral:</b> 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><b>Previously titled:</b> Governance arrangements for Brent's network of Community Hubs</p> <p><b>KEY</b></p> <p>Report: <b>Open</b></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
<p><b>Highways Capital Scheme Programme 2019-20</b> To approve the Highways Capital Scheme Programme 2019-20</p> <p><b>KEY</b></p> <p>Report: <b>Open</b></p>	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
<p><b>Regionalisation of adoption</b> To agree the arrangements of Regionalisation of adoption services.</p> <p><b>Reason for deferral from January to April 2019 Cabinet:</b> Item deferred to allow officers to undertake further work on the business case with other local authority partners.</p> <p><b>KEY</b></p> <p>Report: <b>Open</b></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><b>Future use of Roundwood Centre for alternative education/ youth provision</b> To discuss potential options for future use of Roundwood Centre for alternative education/ youth provision.</p> <p><b>Reason for deferral from March to April 2019</b> <b>Cabinet:</b> 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><b>Approval to terminate the high value works contract for the expansion of Elsley Primary School</b></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"> <li>• Approve the termination of a high value works contract with Lakehouse Contracts for the expansion of Elsley Primary School.</li> <li>• Note the current status of the contract, in particular that the school is and will remain in operation</li> <li>• Note that officers will award one or more low/medium value contracts to ensure all outstanding works are completed</li> </ul> <p><b>KEY</b></p> <p>Report: <b>Part exempt</b></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
<b>May (provisional date)</b>					
<p><b>Authority to award a contract to Developer Partner for the Land Chippenham Gardens</b>            Authority to award a contract to Developer Partner for the Land Chippenham Gardens</p> <p><b>KEY</b></p> <p>Report: <b>Part exempt</b></p>	Strategic Director, Regeneration and Environment	Strategic Director, Regeneration and Environment	Lead Member for Regeneration, Highways, Planning (Councillor Shama Tatler)	Not before 10 May 2019	Senior Project Manager, Estate Regeneration Tel: 020 8937 1621 Marie.Frederick@brent.gov.uk
<p><b>Variation of Microsoft Software Agreement</b>            Approval of a recommendation to vary the Council's main Microsoft Enterprise Software Agreement.</p> <p><b>KEY</b></p> <p><b>Individual Cabinet Member Decision</b></p> <p>Report: <b>Part exempt</b></p>	Deputy Leader		Deputy Leader (Councillor Margaret McLennan)	10 May 2019	Service Account Manager Tel 020 8937 1733 Philippa.Brewin@brent.gov.uk
<p><b>Sustainability, Growth and Proposed Changes to Parking Charges</b></p> <p>a) <b>Decision taken</b> (Cabinet, 14 January 2019)</p> <p><a href="#">Sustainability, Growth and Proposed Changes to Parking</a></p>	Strategic Director, Regeneration and Environment	Strategic Director, Regeneration and Environment	Lead Member for Environment (Councillor Krupa Sheth)	Not before 10 May 2019	Parking Policy Manager Tel 020 8937 2985 Anthony.Vartanian@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>b) <b>Decision pending</b> (to be taken by the Strategic Director of Regeneration and Environment in consultation with the Lead Member for Regeneration, Highways and Planning)</p> <p>To report on the outcome of the Statutory consultation on proposed changes to parking permits, and provide authority to the Strategic Director Regeneration and Environment to:</p> <p>Page 92</p> <p>Introduce a £50 p.a. levy on the price of a resident's parking permit in Controlled Parking Zones for all diesel vehicles from 20th May 2019; to then increase the surcharge to £75 p.a. on 1st April 2020; and to then increase the surcharge to £100 p.a. on 1st April 2021.</p> <p>ii. Introduce a three-year Event Day Permit for the Wembley Event Day Parking Scheme, with an associated £15 administrative charge from 20th May 2019 for new applicants. Existing Wembley Event Day resident parking permit holders will have the opportunity to surrender their current paper permit in return for a three-year virtual permit at nil cost, during the six-month period following implementation, up to and including 20th November 2019; and</p>					



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>iii. Increase the price charged to external organisations for essential user permits: from £150 p.a. to the cost of a schools permit (£330 p.a. currently) for the NHS, care organisations and charities; and from £150 p.a. to the cost of a business permit for all other external organisations (£440 p.a. currently).</p> <p>iv. The charge increases to be phased in over two years, with interim prices from 6th May 2019 of: £250 for the NHS, care organisations and charities; and £300 for all other external organisations; and implement the new prices, from 1st April</p> <p>Page 93</p> <p><b>KEY</b></p> <p>Report: <b>Open</b></p>					
<p><b>Resident Ballot in South Kilburn</b> To agree the landlord offer in relation to the residents ballot. Decision on how to increase social housing outputs in South Kilburn</p> <p><b>KEY</b></p> <p>Report: <b>Part exempt</b></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

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<p><b>Allocations Policy</b> To agree a revised Allocation Scheme for implementation by 1 April 2019.</p> <p><b>Reason for deferral from March to May 2019</b> <b>Cabinet:</b> To enable further review of the policy.</p> <p><b>Related decisions:</b> <a href="#">Individual Cabinet Member Decision - Consultation regarding review of Housing Allocations Policy</a> – 8 November 2018</p> <p><b>KEY</b> Report: <b>Open</b></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><b>The CYP Willesden Centre for Health &amp; CCG Civic Centre Occupations</b> A paper to discuss the CYP Willesden Centre for Health &amp; CCG Civic Centre Occupations</p> <p><b>KEY</b> Report: <b>Open</b></p>	Cabinet	Strategic Director, Resources	Deputy Leader (Councillor Margaret McLennan)	20 May 2019	Director of Property & Assets nick.ljustina@brent.gov.uk

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<p><b>Grand Union</b> To consider a loan to St George Northfields Limited in order to bring forward the completion of the Generator building.</p> <p><b>KEY</b></p> <p>Report: <b>Open</b></p>	Cabinet	Chief Finance Officer	Deputy Leader (Councillor Margaret McLennan)	20 May 2019	Chief Finance Officer Tel: 020 8937 6528 conrad.hall@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
<b>June (provisional date)</b>					
<p><b>Neasden Lane Street Market</b>  <b>Reason for deferral: Decision moved from May to June 2019 Cabinet to allow further work to take place.</b></p> <p>This Briefing note seeks direction from Cabinet to procure services for the management of the Neasden Lane Street Market. The current market at Church End is being relocated to Neasden Lane, as the Church End site is earmarked for development.</p> <p><b>KEY</b></p> <p>Report: <b>Open</b></p>	Cabinet	Strategic Director, Regeneration and Environment	Deputy Leader (Councillor Margaret McLennan)	17 Jun 2019	Development Project Manager Peter.De-Bique@brent.gov.uk
<p><b>Financial Outturn Report 2018/19</b>  To note the financial outturn position and the actions being taken to manage the issues arising.</p> <p><b>KEY</b></p> <p>Report: <b>Open</b></p>	Cabinet	Chief Finance Officer	Deputy Leader (Councillor Margaret McLennan)	17 Jun 2019	Head of Finance Tel: 020 8937 1731 benjamin.ainsworth@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><b>South Kilburn Queens Park LLP</b> To consider an increase in the loan facility to South Kilburn Queens Park LLP</p> <p><b>KEY</b></p> <p>Report: <b>Open</b></p>	Cabinet	Chief Finance Officer	Deputy Leader (Councillor Margaret McLennan)	17 Jun 2019	Chief Finance Officer Tel: 020 8937 6528 conrad.hall@brent.gov.uk
<p><b>Development of Family Hubs</b> Development of Family Hubs and initial suggestions for Children's Centre building Usage</p> <p><b>KEY</b></p> <p>Report: <b>Open</b></p>	Cabinet	Strategic Director, Children and Young People	Lead Member for Children's Safeguarding, Early Help and Social Care (Councillor Mili Patel)	17 Jun 2019	Operational Director Integration & Improved Outcomes Tel: 020 8937 4456 nigel.chapman@brent.gov.uk
<p><b>Roe Green Strathcona Consultation Report</b> Informal Consultation on the school organisation arrangements of Roe Green Infant School and the closure of primary provision on the Roe Green Strathcona site</p> <p><b>KEY</b></p> <p>Report: <b>Open</b></p>	Cabinet	Strategic Director, Children and Young People	Lead Member for Children's Safeguarding, Early Help and Social Care (Councillor Mili Patel)	17 Jun 2019	Operational Director, Safeguarding, Partnerships & Strategy Tel: 0208 937 4173 Brian.Grady@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><b>Purchase of Library Books</b> Authority to proceed.</p> <p><b>KEY</b></p> <p>Report: <b>Open</b></p>	Director of Public Health	Director of Public Health	Lead Member for Public Health, Culture and Leisure (Councillor Krupesh Hirani)	14 Jun 2019	Senior Category Manager Tel: 020 8937 3924 jonathan.heyesh@brent.gov.uk