



Housing Scrutiny Committee

Thursday 29 November 2018 at 6.00 pm

Conference Hall - 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:

Michele Lonergan, Brent Leaseholder
Karin Jaeger, Brent Tenant

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

For electronic copies of minutes, reports and agendas, and to be alerted when the minutes of this meeting have been published visit: www.brent.gov.uk/committees

The press and public are welcome to attend this meeting

Notes for Members - Declarations of Interest:

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

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

If the Personal Interest is also 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.

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Item

1 Apologies for absence and clarification of alternate members

2 Declarations of interests

Members are invited to declare at this stage of the meeting, the nature and existence of any relevant disclosable pecuniary, personal or prejudicial interests in the items on this agenda and to specify the item(s) to which they relate.

3 Minutes of the previous meeting

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To approve the attached minutes from the previous meeting on 13 September 2018 as a correct record.

4 Matters arising (if any)

To consider any matters arising from the minutes of the previous meeting.

5 Deputations (if any)

To hear any deputations received from members of the public in accordance with Standing Order 67.

6 Petitions (if any)

To discuss any petitions from members of the public, in accordance with Standing Order 66.

7 Progress on Housing Asset Management Strategy

7 - 14

This report provides a progress update to the Housing Scrutiny Committee on developing the Council's Asset Management Strategy and what the next steps will be, including the consideration of the full Asset Management Strategy by Cabinet in April 2019.

8 Fire Safety of Low-Rise Domestic Properties

15 - 24

The report sets out the progress on recommendations provided by the Scrutiny Committee Task Group on Fire Safety of Low-Rise Domestic

Properties.

9 Housing Revenue Account Overview 25 - 34

This report provides Housing Scrutiny Committee with an overview of the Housing Revenue Account (HRA) within a local and national context, along with key challenges and how they are being managed.

10 Allocations Policy Consultation (verbal update)

11 Private Housing - HMO and Selective Licensing Fee Structure (verbal update)

12 Service Provision on Housing Estates: Members' Scrutiny Task Group 35 - 44

To enable members of the Housing Scrutiny Committee to set up a members' scrutiny task group to review service provision on housing estates.

13 Housing Scrutiny Cafe 45 - 46

To enable members of the Housing Scrutiny Committee to gain an overview of the housing scrutiny café that was held at Willesden Green Library on Tuesday 16 October.

14 Work Programme 2018/19 47 - 62

15 Forward Plan 63 - 80

16 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: Wednesday 6 February 2019



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



MINUTES OF THE HOUSING SCRUTINY COMMITTEE Thursday 13 September 2018 at 6.00 pm

PRESENT: Councillor Long (Chair), Councillor Maurice (Vice-Chair) and Councillors Hassan, Hector, Johnson, Stephens, Thakkar and Ms Karin Jaeger (co-opted member)

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

Apologies for absence were received from Councillors Aden (substituted by Cllr Hector), Ethapemi (substituted by Cllr Thakkar) and Kennelly and Ms Michelle Lonergan (co-opted member)

2. **Declarations of interests**

None

3. **Minutes of the previous meeting**

The minutes of the previous meeting held on 12 July 2018 were approved as an accurate record of the meeting.

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

None

5. **Deputations (if any)**

None

6. **Petitions (if any)**

None

7. **Allocations Policy**

Councillor Eleanor Southwood (Lead Member for Housing and Welfare Reform) introduced the report which outlined the Council's current Allocations Scheme used for allocation of social housing in Brent and its impact in particular on care leavers. The committee heard that the system was relatively new for local authorities in London but if applied correctly had a potential to offer a holistic solution by using a combination of approaches for tackling homelessness. In seeking members views on proposed amendments, Cllr Southwood emphasised the fundamental role the scheme played in providing much needed housing across the borough and the need to address ongoing challenges, including high numbers of temporary accommodations, shortage of suitable accommodation for large families and issues with reasonable rents.

Several key points were raised in the subsequent discussion. Firstly, officers explained that bids on the existing Locata system were limited to the number of available properties. Although the benefits of the system in bringing visibility and transparency to the process of bidding were acknowledged, officers noted existing flaws in the waiting list process. It was stated that the housing register was a “snapshot in time” and a resident’s position would depend on a range of factors. It was also stated that an alternative solution would be to manually list properties and rely on officers to allocate them to residents, with penalties imposed on refusals. Responding to a member’s query on the idea of an “open waiting list”, officers stated that no qualifying criteria would be applied and that the list would not take into account the residential or income circumstances of the residents.

Referencing information in the report, a point was also made on the proposals for introduction of a new nominations agreement with registered providers, which would see the implementation of a policy offering private rented accommodation to homeless households through Registered Providers. The committee heard that the proposals, whose primary aim was to increase the number of private options available to residents and reduce the shortage of available private rented accommodation in the borough, would require an amendment to the Council’s allocations policy. Laurence Coaker (Head of Housing Needs, Brent Council), added that Registered Providers would be able to charge reasonable rents and were likely to maintain long-term leases, subject to receipt of consistent and reliable income. An analysis of the private sector rents was carried out by the Council’s benefits team which established that should the proposals were to go ahead then housing associations could charge up to 80% of current rent, with any additional costs being offset by the housing benefit.

Discussions moved on towards affordability of rents and the potential impact of Universal Credit. Officers acknowledged the linkage between affordability and homelessness and assured the committee that the latter was a priority on both central and local government’s agendas. Within Brent Council, a modelling exercise had been commissioned in order to not only demonstrate best course of action but to also demonstrate the level of viable contributions the Council could afford to make and the level of savings that could be achieved. An overarching point was made that while in most circumstances rents were expected to be covered by the housing benefit, a mitigation measure in the form of an assessment would nevertheless be required to ensure that residents were not offered properties they could not afford and in so doing, prevent homelessness.

A third area discussed by the committee related to the specific impact of the allocations policy on care leavers. The committee questioned what processes were in place to ensure that care leavers were placed in the right housing environment and what checks were being carried out to ensure the suitability of the offered properties. Officers stated that due regard was taken on the suitability of each offer and assured that these were considered on individual basis, depending on the specific circumstances of the care leaver. Members were assured that significant work was being put towards supporting care leavers including carrying out financial assessments and monitoring of any potential issues such as eviction to ensure adequate prevention/support.

Discussions moved on with officers seeking the committees' input on the following specific areas, which were being considered as part of the allocations policy review as were set out in the report:

- i. Income threshold and prioritisation of housing needs - officers sought the committee's advice on whether prioritisation of housing needs should be included in the consultation. Referencing the report, members queried the basis on which income thresholds were found and felt that they should reflect the true deprivation in the borough and thus be increased. While officers acknowledged the need to balance the supply and demand, they stated that the main disadvantage of the thresholds was that they limited the number of eligible families. They stated that the general preference was to keep the quotas and that any changes would be subject to consultation. Strong emphasis were paid on the need to offset the pursuit of a fair system against meeting the needs and priorities of the residents. Therefore, an overarching point was made on the importance of setting clear parameters which included some discretion, coupled with a detailed review.
- ii. allowing households in Band D to retain accrued waiting time if they become homeless or placed in temporary accommodation - responding to members concerns about the approach risking incentivising homelessness even further, officers stated that the solution to homelessness was not social housing per se but better utilising the private sector as an alternative safety net. Officers noted that it was important to move away from temporary accommodation allocations and focus on the residents with the greatest need by bringing the cohort of waiting list residents to a manageable level.
- iii. prioritising households in need of transfer to bid for accommodation that becomes available on current estate – referencing information in the report, it was explained that in principle residents could qualify for a transfer on the basis of reasonable preference. However, shortage of accommodation had led to a backlog of applications, with 281 council tenants awaiting a managed transfers. In order to tackle the existing problems, the Council was reviewing its transfer policies as well as adopting a proactive approach through building new properties on current estates and considering how these should be better prioritised. In welcoming officers recommendation, the committee noted that due regard should be paid on the information available to residents, with further clarification on eligibility criteria on transfers provided.
- iv. review of quotas - officers explained that a range of quotas existed and these were set out in detail in the report. A key issue raised was the fact that many residents were reluctant to consider other options because of their awareness of the quota system and belief that they would be successful, which in turn hindered the access to accommodation available to families in greatest need. In welcoming the proposal, the committee expressed agreement with officers and supported recommendation to reduce quotas.

RESOLVED that:

- i. That the contents of the Allocations Policy report be noted

(Following this item the committee adjourned for a short comfort break. The meeting resumed at 7.25pm)

8. Grounds Maintenance (Estates)

At the invitation of the Chair, Hakeem Osinaike (Operational Director Housing, Brent Council) introduced the report which provided the committee with an overview of the grounds maintenance and contract management arrangements across the Housing Revenue Account (HRA) land. He explained that grounds maintenance was on the government strategy for managing grounds maintenance contracts. The current contract was carried out by Veolia and co-managed by Environment and Housing Management Services.

In the subsequent discussion the committee raised several key points. Firstly, members put strong emphasis on the issue with inconsistency of standards and what Council was doing to bring all estates to the same level. Mr Osinaike stated that Housing Management was aware of issues with varying levels of service across the estates and were working towards addressing these and meeting their targets. He stated that a plan was in place which would monitor actions and assured committee that improvements would be made. As part of the planned improvements, he updated members on the recently introduced CRM system. The system which was being piloted across the Housing Department would allow for real time quality assessment of works by estate inspectors, with an intention to expand towards creating an app which residents could use to track progress. Members heard that discussion on the app were in place and the app was due to be released by the end of 2019 year. It would primarily focus on estate cleaning with the potential to expand. Officers confirmed that the new app would not replace the "Cleaner Brent" app and would have a specific purpose of monitoring. The CRM system would also simplify communication and liaison with councillors. Furthermore, Mr Osinaike stated that key performance indicators (KPIs) were available from Veolia, with an intention to move to specified KPIs for each estate going forward. The committee also commented on the effectiveness of the local environment quality checks programme which was introduced in 2007, as a way to incentivise residents to maintain the grounds in their estates by giving them sense of ownership and engagement. Although the programme was not currently operational officers expressed willingness to explore this in more detail.

Discussions moved on with committee members spotlighting on the possibility of merging several contracts into one in order to make efficiencies. In response, Mr Osinaike stated that certain procurement processes were in place. Housing Management was considering taking a report to Cabinet regarding contract options in November. He explained that contracts would need to be re-aligned through procurement in April 2019 or later depending on the expiration date. There was opportunity for tenants to self- manage themselves through the set-up of TMOs. Members expressed concerns in the prospect of Veolia taking over the provision of all contracts and the implications this would have on performance monitoring. Mr Osinaike explained that terms and conditions were set by the Council in order to hold contractors to account. However, he stated that it was important to be flexible and give contractors opportunities to carry out their duties. He stated that the Council would be willing to explore alternative options, subject to demand from residents. Responding to a member's query on whether a single company could provide all services or whether it would end up sub-contracting these to other

providers, it was explained that while the Council had responsibility for overall contract and ensuring that residents get value for money service, the process would be kept transparent and companies would be able to bid for work where possible. Upon concluding the discussion, a point was also made on the importance of also considering community infrastructure levy (CIL) bids for estates with the committee requesting that officers explore this further and seek to raise awareness amongst residents.

RESOLVED:

- i. That the contents of the Grounds Maintenance (Estates) report be noted
- ii. That Housing Management Team shares data on the consistency of grounds maintenance amongst estates and any planned improvements.
- i. That Housing Management Team considers possibility of extending the Community Infrastructure Levy bid scheme to include estates

9. Landlord Licensing

Spencer Randolph (Head of Private Housing Services, Brent Council) presented the report which outlined the key points on landlord licensing scheme within the context of private housing in Brent, its financing, impact on landlords and tenants as well as challenges. In welcoming the success of the selective licensing scheme, a number of questions were raised in the subsequent discussion, centred mainly on issues with cost, enforcement, standards and liaison with tenants.

Responding to questions on costing, the committee heard that the landlord licensing scheme was bringing in funds sufficient only to cover administrative and staffing costs without generating any profit to the Council. However, officers stated that there was a limit to how much the system could achieve largely due to resource restrictions but also additional costs such as potential enforcement actions on non-licensed properties were not covered by the scheme. Nevertheless, the Council was committed to taking preventative action, work with landlords and avoid the need for enforcement actions. Elaborating on the matter of enforcement, Mr Randolph stated that the Council was able to impose fines and funds were available to support certain enforcement activities. He stated that there was no requirement to inspect properties before a license was granted and other mitigation processes were in place, including significant improvement in carrying out compliance inspections, removal of landlords off the system and imposing GLA database banning orders. Whilst management orders were not the norm, officers noted that periodic inspections were carried out to ensure compliance from landlords.

Discussions moved on with members spotlighting on several operational issues relating to the scheme. Responding to questions on the lack of carrying inspections prior to granting a license, officers stated these were not required and that the Council was reliant on self-declarations made by landlords. However, they stated that health and safety considerations were taken into account with each application, the breach of which could impact on the length of the license. A query also arose with regards to the length of licenses. In response, officers stated that 15% of current applications were processed for 1 year and added that as of 1st October 2018, criteria on the length of licensing was expected to change for mandatory licensing, with any properties housing 5 or more non-related people would require a mandatory license.

Finally, members commented on the Council's liaison with tenants and estate agents. In terms of tenants, the committee noted that the information available on the Council's web pages which they felt was insufficient when compared to that for landlords, with no clear guidance available on complaints procedures. Members also commented on the information available on the website, noting the complexity of existing mechanisms of finding out what properties were registered. Acknowledging the committee's recommendations for review of the contents/accessibility, officers provided assurance that sufficient details were provided, with residents directed to the relevant reporting pages and a "Chatbox" functionality expanded to provide further assistance. Whilst officers admitted that some residents may still be reluctant to engage with the Council, efforts were being put towards involving younger people through community work and liaison with university. Officers admitted that some residents may be reluctant to engage with the Council. In terms of registered properties, officers stated that the list was regularly updated but they would be willing to explore further ways for improvement. In terms of liaison with estate agents and ways to incentivise them to offer more private renting options, the committee heard that the Council was committed to continuously improving the relationship. Assurance was given of the proactive approach which had been adopted by the Housing Management Team, including active liaison and issuing of newsletters to keep estate agents informed of latest developments.

RESOLVED:

- i. That the contents of the Landlord Licensing report be noted
- ii. That Housing Management Team reviews content and layout of current landlord licensing webpages, and ensures sufficient level of information and advice is available and accessible to residents

10. Work Programme 2018/19

RESOLVED:

- i. That the contents of the Housing Scrutiny Work Programme 2018/19 be noted.

11. Forward Plan

RESOLVED:

- i. That the contents of the Forward Plan be noted
- ii. That the Pan-London Collaboration on the Procurement of Accommodation for Homeless Households report due to be heard at Cabinet on 15 October 2018 be shared with committee members following feedback from the Policy Coordination Group

12. Any other urgent business

None.

The meeting closed at 9.05 pm

COUNCILLOR JANICE LONG
Chair

	<p align="center">Housing Scrutiny Committee 29 November 2018</p>
	<p align="center">Report from the Strategic Director of Community Wellbeing</p>
<p align="center">Progress on Housing Asset Management Strategy</p>	

Wards Affected:	All
Key or Non-Key Decision:	N/A
Open or Part/Fully Exempt: <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	Open
No. of Appendices:	One: <ul style="list-style-type: none"> Appendix 1 - Indicative 30 year replacement programme estimates
Background Papers:	None
Contact Officer(s): <small>(Name, Title, Contact Details)</small>	Hakeem Osinaike, Operational Director Housing Hakeem.Osinaike@brent.gov.uk Tel. 0208 937 2023

1.0 Purpose of the Report

- 1.1 This report provides a progress update to the Housing Scrutiny Committee on developing the Council's Asset Management Strategy. The most important element in developing the strategy is the Stock Condition survey. This has now been completed and the results are currently being validated and analysed
- 1.2 This report therefore provides a summary of progress made so far and what the next steps will be, including the consideration of our full Asset Management Strategy by Cabinet in April 2019.

2.0 Recommendation(s)

- 2.1 The Scrutiny Committee notes the contents of this report.

3.0 Detail

- 3.1 Brent's Housing Asset Management Strategy will form the strategic framework within which we will manage, maintain and invest in our housing assets. It will

deliver investment in our existing properties, stock improvement, planned maintenance and responsive repair programmes, in a structured and sustainable way to meet the needs and aspirations of our residents and to ensure the sustainable and optimum performance of the HRA business plan.

- 3.2 The Asset Management Strategy will cover all rented and leasehold stock, owned or managed by Brent Council or its subsidiaries.
- 3.3 We intend to set out a strategic approach for the medium to long-term that directs stock investment and development in order to provide quality housing to meet present and future housing needs and to contribute to the achievement of the council's housing and regeneration priorities.
- 3.4 Our approach to investment in maintenance and improvement will be concentrated on the assessment of asset information. This assessment will be based on our stock condition data, by consultation, local management knowledge, professional assessment and what we can afford. Significant emphasis will be placed on value for money and on driving more value from our assets.
- 3.5 The future costs of repairs, voids, planned maintenance and improvement works, together with management costs, will be balanced against the income stream, to ensure that the assets provide a positive financial return. This net present value approach will allow appraisals to be carried out on all our assets to establish their 'return' and assist with investment and strategic decisions on the future of our assets and development opportunities.
- 3.6 The strategy will include an asset management operational plan. This will set out the arrangements for the strategy's implementation including provisions for the constituent programmes and a performance management framework to assure its delivery.
- 3.7 The strategy will be consulted upon and developed to contribute to our five key priorities as agreed under the Brent 2020 plan as follows:
 - Regeneration – to improve the economic, social and environmental conditions in the Borough.
 - Employment and skills – to respond to the increase in the working age population and lift people out of poverty and welfare dependency.
 - Business and housing growth – to maximise the tax base to support the delivery of core service.
 - Demand management – to manage the pressure on needs-led budgets such as children's social care, adult social care and homelessness.
 - Raising income – to support the delivery of core services.

4.0 Background

- 4.1 The Council agreed a high level HRA Asset Management Strategy in November 2015. However, this was not followed up with a delivery plan by BHP and in effect, was not operationalised.
- 4.2 This new strategy is being built from the bottom up i.e. will be informed by the results of a stock condition survey and when completed, will be accompanied by a detailed delivery plan, which will ensure its full implementation.

- 4.3 The housing asset management strategy will be an important corporate document that sets out how the Council will manage, develop and make best use of its assets in order to achieve its objectives. The accompanying delivery plan will set out how these will be achieved. Accountability and monitoring of the delivery plan will be the responsibility of the Housing Care Investment Board.
- 4.4 The housing asset management strategy will support the Council's corporate strategic objectives through providing for investment in existing and new housing to provide a sustainable built environment and to provide quality housing services through the provision of decent, well-maintained affordable housing. This includes the priority of increasing social housing supply by the development of new affordable homes and by increasing the capacity to meet housing need and alleviate overcrowding.

5.0 Current position

- 5.1 To provide accurate and statistically reliable information concerning our assets and investment, improvement and financial planning requirements we have carried out a stock condition survey. The survey commenced in May and completed in October 2018.
- 5.2 The survey aimed to collect, validate and report upon attribute and condition information about the stock. The programme covered:
- 100% external fabric of buildings inc. decoration and clean-down requirements
 - 100% external environment (outbuildings, garages, bin stores, pram sheds, boundaries, gates, paths, hard-standings, steps etc) inc. decoration and clean-down requirements
 - 100% internal communal areas for blocks inc. internal decoration and clean-down requirements
 - 100% engineering and specialist surveys for: passenger lifts, automatic gates, communal heating systems and roof access & roof safety systems
 - 100% Mechanical & Electrical plant/equipment
 - 20% internal survey of tenanted properties (houses, bungalows, flats, maisonettes)
 - Decent Homes assessment with HHSRS
 - Energy Efficiency/RdSAP Ratings assessment
 - Equalities Act (DDA) considerations
- 5.3 The stock condition survey was deliberately biased towards the internal and external areas because BHP had carried out significant refurbishment of homes, which means much is already known about the condition of the stock inside people's homes. Additionally, it will enable us to focus on raising the standards in external areas, ensuring the look and feel of estates compliments the modernisation of the internal elements in individual homes.
- 5.4 Photographs were taken of all external elevations (and the roof if accessible) and internal components such as kitchens, bathrooms & boilers.

- 5.5 In addition to the stock condition survey, we have also commissioned Type 4 Fire Risk Assessments, which is the highest and most intrusive level of fire risk assessment. The results from this will be combined with the stock condition survey, to ensure the fulfilment of our plans to integrate fire safety works with our capital investment programme.
- 5.6 In addition, the asset management system and database (as purchased by BHP in 2016 but not utilised) required significant re-configuration in order that it could receive all asset data and produce an accessible, reliable and maintainable planning data for future use.
- 5.7 Key changes to the database were made including setting up standard report templates, element/attribute reconfiguration, block/asset creation with hierarchy setup and an update of schedule of rates prices. One of the main areas highlighted for attention was the disparity between the Council's housing management records and the information held within the database. This has now been corrected.
- 5.8 All building fabric stock condition data has recently been uploaded to the asset management database and is now being validated and analysed.
- 5.9 Please refer to table attached at appendix 1 as an indicative 30 year report on estimates. The table is provided for illustrative purposes only. It is not the definitive position on building fabric asset replacement costs and frequencies nor the total cost of our asset management strategy.

6.0 Next steps

- 6.1 With the uploading of the electronic data, further validation and data testing will be carried out in November 2018 including further site visits to corroborate the data held on the database.
- 6.2 The analysis and interpretation of the data received will also commence. From first review there appears to be a low percentage of houses and bungalows in comparison to flats and maisonettes within the stock. Flats and maisonettes make up 61.75%, houses and bungalows 21.45% and communal block 16.80%.
- 6.3 Also from first review there are noticeable variations in the annual stock condition estimated financial totals. Years 2 and 3 look high in comparison to the sub-totals in the first 5 years. The main drivers behind this appear to be high communal, kitchen and bathroom costs. The other visible spikes within the estimates currently are: kitchen spend in years 11-15, bathroom spend in years 21-25 and electrics spend in years 21-25 and years 26-30. This would indicate that, based on the recommended lifecycles of those components, recent internal improvement works have been carried out in the last 5-10 years.
- 6.4 Further work is being carried out to understand this (and all aspects of the data-sets, stock, locations and estimated costs) and these spikes in expenditure will be smoothed over the preceding or succeeding years by consultation, local management knowledge, professional assessment and what we can afford. The analysis and interpretation work has only recently commenced and will continue throughout November and December.

6.5 Further key areas of analyses will be directed at developing intelligent programmes that can minimise un-planned reactive expenditure, improve the sustainability of the estate as a whole, maximise value, reduce running costs, and thereby risk and liability. We require a planned and proactive approach to maintenance and the analysis will lead to the development of the following programmes of work to be included with the asset management strategy:

- 1 to 5-year programme for external fabric and environment with Decent Homes works
- 1 to 5-year programme for Internal Improvement and Decent Homes works
- 1 to 5-year M&E investment and compliance works programme
- 1 to 7-year care programme for internal and external decoration & clean-down
- 1 to 5-year coordinated programme for external fabric with decoration & clean-down programme

7.0 Housing Asset Management Strategy Timetable

7.1 The timetable is as follows:

- Complete stock condition report in November 2018
- Complete analyses and interpretation work by December 2018
- Complete internal and external consultation work by December 2018
- Draft Asset Management strategy to CMT in February 2019
- Draft Asset Management strategy to Scrutiny Committee in February 2019
- Asset Management Strategy to Cabinet in April 2019

7.2 The strategy will need to be reviewed and adapted in response to changes in the internal and external environment including revised corporate priorities, the performance of the HRA business plan and wider housing policy changes and their impact. The strategy, its implementation and the outcomes achieved will therefore be reviewed annually.

8.0 Governance

8.1 The governance of the production of the asset management strategy is led by the Capital Programme and Housing Capital Investment Boards.

9.0 Finance Implications

9.1 The financial implication of the asset management strategy will only become clear once the initial estimates of the stock condition survey have been fully validated. The outcome of this will then be added to HRA Capital Programme.

9.2 The likely impact on the HRA can be gleaned from the HRA report being presented to the Housing Scrutiny Committee alongside this report.

10.0 Legal Implications

10.1 In respect of the Council's housing stock which are subject to secure tenancies, under section 11 of the Landlord and Tenant Act 1985, the landlord must keep in repair the structure and exterior of the dwelling house and keep in repair and proper working order the installations in the dwelling house for the supply of water, gas, electricity, sanitation, space heating, and heating water.

10.2 In respect of properties where leases have been granted under the Right to Buy legislation under the Housing Act 1985, the duties and repairing obligations of the Council as freeholder and the respective leaseholders are set out in the respective leases. Any necessary and relevant legal implications from a procurement and contracts perspective will be set out in the report which is presented to the Cabinet.

11.0 Equality Implications

11.1 There are no equality implicated associated with the content of this report.

12.0 Consultation with Ward Members and Stakeholders

12.1 None

13.0 Human Resources/Property Implications (if appropriate)

13.1 None

Report sign off:

PHIL PORTER

Strategic Director Community
Wellbeing

Appendix 1 - Indicative 30 year replacement programme estimates for illustrative purposes

Element	Year 1 £m's	Year 2 £m's	Year 3 £m's	Year 4 £m's	Year 5 £m's	Years 6- 10 £m's	Years 11- 15 £m's	Years 16- 20 £m's	Years 21- 25 £m's	Years 26- 30 £m's	30-year total £m's
Bathroom	0.0	0.3	1.5	0.1	0.0	0.2	3.8	6.8	19.1	4.7	36.6
Communal	0.2	4.3	1.8	0.9	0.9	7.3	10.5	9.0	10.7	10.6	56.3
Cyclical	0.1	0.1	0.2	0.5	0.4	0.8	1.4	1.5	1.1	1.0	7.0
Doors	0.5	0.3	0.9	0.0	0.0	0.8	1.6	1.9	2.0	5.0	13.0
Electrics	0.4	0.6	0.1	0.0	0.0	0.8	2.5	1.2	8.0	13.3	26.9
External environment	0.1	0.3	0.4	0.2	0.1	3.0	4.7	1.0	2.1	2.5	14.5
External fabric	0.2	0.3	0.2	0.1	0.0	1.5	8.8	4.3	11.1	3.5	30.1
Heating & hot water	0.8	0.3	0.1	0.4	0.0	2.0	5.3	12.5	7.8	6.4	35.6
Kitchen	0.4	0.6	1.5	0.5	0.0	8.6	17.7	2.5	3.3	8.6	43.6
Outbuildings & garages	0.2	0.5	0.2	0.0	0.0	0.4	0.7	0.3	0.4	0.1	3.0
Roof	0.1	0.4	0.7	0.2	0.1	8.2	9.3	6.5	8.6	8.0	42.1
Safety & security	0.4	0.3	0.2	0.0	0.2	2.8	1.2	2.8	1.2	2.8	12.0
Windows	0.6	0.4	0.0	0.1	0.0	1.6	4.5	5.6	3.4	4.1	20.3
Stock condition sub total	4.0	8.8	7.8	3.1	1.9	38.0	72.0	56.1	78.8	70.7	341.1
Prelims & fees (20%)	0.8	1.8	1.6	0.6	0.4	7.6	14.4	11.2	15.8	14.1	68.2
Grand total	4.8	10.5	9.3	3.7	2.2	45.6	86.4	67.3	94.6	84.8	409.3

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	<p align="center">Housing Scrutiny Committee 29 November 2018</p>
	<p align="center">Report from the Strategic Director of Community Wellbeing</p>
<p>Progress on Recommendations from the Scrutiny Committee Task Group on Fire Safety of Low-Rise Domestic Properties</p>	

Wards Affected:	All
Key or Non-Key Decision:	N/A
Open or Part/Fully Exempt: <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	Open
No. of Appendices:	None
Background Papers:	None
Contact Officer(s): <small>(Name, Title, Contact Details)</small>	Hakeem Osinaike, Operational Director Housing Hakeem.Osinaike@brent.gov.uk Tel. 0208 937 2023

1.0 Purpose

- 1.1 This report sets out the progress on recommendations provided by the Scrutiny Committee Task Group on Fire Safety of Low-Rise Domestic Properties. We have provided responses to each recommendation in turn.

2.0 Response to recommendations

- 2.1 **Recommendation 1:** The council and registered providers in Brent should publish the latest Fire Risk Assessments for all of their properties on an ongoing basis.
- 2.2 Following the Grenfell tragedy, Brent decided to publish Fire Risk Assessments (FRAs). FRAs for 39 high-rise buildings were published on our website for any member of the public to view and/or download.
- 2.3 The last time our 1057nr FRAs for low-rise and converted properties (1-5 storeys) were undertaken was 2016. We do not feel that publishing this information would add value as some of the information is likely no longer to be relevant for the buildings. All our low rise buildings (1057nr) require new FRAs in 2019 in-line with their cyclical target date. Our intention is to publish the new FRAs, which will be accurate and provide up to date information.

- 2.4 FRAs will be shared in 2019 with all key stakeholders; residents, contractors and the Fire and Rescue service. We are keen to make it as easy for residents and relevant organisations to be able to access this information easily. Therefore, Housing will undertake an options appraisal to develop a solution that will allow access to FRAs in an auditable way through user logins.
- 2.5 The Council is unable to compel Registered Providers (RPs) to publish their FRAs. However, we have communicated our expectation to them and continue to engage in discussions, which will hopefully result in all RPs operating in Brent agreeing to this recommendation.
- 3.0 **Recommendation 2:** In wards where the landlord licensing scheme is in force, the council should institute an amnesty from prosecution for landlords with unlicensed properties to increase uptake of landlord licences.
- 3.1 It is not felt that an amnesty of this sort would add value in Brent, based on our experience of the licensing scheme so far. In the 1st three wards that were designated as Selective areas (Harlesden, Willesden Green and Wembley Central), we saw 135% of the properties that we anticipated needing a licence being licenced. Given this level of coverage, it is our belief that any property not licenced is more likely than not managed by a landlord avoiding the scheme. Landlords avoiding the scheme should either face prosecution or at least a civil penalty notice and any issues of disrepair, including fire safety, should be addressed by enforcement.
- 4.0 **Recommendation 3:** In wards where the landlord licensing scheme is in force, the council should work to raise tenants' awareness of the landlord licence scheme (and more widely if this is expanded beyond these wards). It should also publish a "plain English" guide for tenants on landlords' obligations under the scheme.
- 4.1 Private Housing Services continues to carry out extensive publicity of all its licensing schemes targeted at landlords, tenants and other residents. We use various medium including The Brent Magazine, Local and national Press, Television, leaflets, attending local events, social media, JC Decaux and internal briefs to elected members. In addition we have developed a Community Champion initiative which has a dedicated resource, this can be viewed at www.brent.gov.uk/PRScommunitychampions.
- 4.2 In addition, we are updating our web offering to Tenants visiting Brent's website. This will include a revamped section which sets out clearly what tenants should expect and how to take action if things are not as they should be. This is being carried out as part of the review of the Council's web offering and should be completed early next year.
- 5.0 **Recommendation 4:** The council should establish an anonymous reporting system through telephone as well as the Council's digital platforms for residents to report non-compliant landlords under the landlord licence scheme.

- 5.1 Anonymous reports of non-compliant landlords can be made on our online referral form www.brent.gov.uk/report a property or by calling our dedicated telephone number, which is 020 8937 2384.
- 6.0 **Recommendation 5:** The council and registered providers should work with care providers to ensure that the London Fire Brigade has up-to-date information about vulnerable tenants and leaseholders.
- 6.1 The Council and care providers share useful fire safety information with the Fire and Rescue Service concerning residents who are particularly vulnerable. The council uses existing data, sends letters and displays notices in communal areas to identify groups who would benefit from a more detailed assessment of their needs being undertaken and promote the support that is available. This takes the form of a 'Person-Centred Fire Risk Assessment' questionnaire. A PCFRA is a simple risk assessment, completed with the resident, and considers their characteristics, behaviours and capabilities. This is to identify people who may have a higher risk from fire, and consider what actions/measures may be taken to reduce those risks to a reasonable level. The intention is to retain and share this information online and this is part of Customer Relationship Management system (CRM) implementation currently taking place.
- 6.2 If the assessment identifies reduced capacity to evacuate in the event of fire, a Personal Emergency Evacuation Plan (PEEP) is created. This is a plan of action agreed with the resident that outlines what actions they should take, what assistance may be needed to evacuate if a fire occurs in their own flat/room, or if the Fire Service determine that they need to be evacuated due to a fire in another part of the building.
- 7.0 **Recommendation 6:** The council and registered providers should review the appropriateness of fire detection systems in properties based on the specific needs of their tenants and leaseholders.
- 7.1 We are undertaking a comprehensive review of fire prevention and detection measures across our stock. The majority of our stock is made up of 1,057 low and medium rise and converted properties. Approximately 9,000 FRA Actions have been identified and a structured and systematic approach is being taken to ensure successful delivery. The specification for each fire detection system will be bespoke to the building and determined on a case by case basis.
- 7.2 Suitably qualified and experienced building surveyors are visiting each block and converting recommendations for physical remedial works contained in the FRA 'Action Plan' into a scope of works, including detailed specifications and costings.
- 7.3 It has been hugely important to engage residents on the programme and this will continue as we roll out the main programme. To support this, a dedicated Resident Liaison Officer has been assigned to work with and communicate with residents. Similarly, we are keen to engage ward Cllrs and will be providing opportunities for visits to properties that have been completed.

7.4 Works have been prioritised based on risk and consultation with residents. The programme is managed through work in progress inspections, post work inspections, measured KPI's and contract meetings. We selected three converted properties to pilot the works and these have been useful in giving us a benchmark of quality and exploring issues like:

- The contractors skills and competencies
- The adequacy of the original scope of works
- Appreciating access difficulties
- Reviewing product specifications
- Evaluating the methods for estimating cost
- Agreeing level of standard to be achieved
- Testing data collection, input methods and outputs
- Resident feedback on work carried out

7.5 Now that the pilots are complete, we are starting the main programme of works. It is likely that all converted street properties with leaseholders will require Section 20 consultation given the likely value of works. The Section 20 consultation requirement on medium and low rise blocks is less likely owing to the value of works related to the number of dwellings. This is because works with a value of less than £2,500, do not normally require s.20 consultation. Works will typically include:

- Refurbishment and security upgrades to street doors,
- Complete redecoration to a 'zero' fire rated standard for walls, ceilings, floors
- Repairs and redecoration of bannisters, stairs and window interiors
- Lighting upgrades to provide LED fittings with an emergency capability and movement-activation.
- Common-parts alarm and detection as appropriate
- Fire Safety signage to common parts
- Dwelling alarm and detection as appropriate
- The enclosure of gas and electric utility equipment within fire-resisting construction
- 'Fire-stopping' of any unguarded penetrations of floors and walls
- The replacement of any non-compliant flat entrance or cupboard doors with high performance fire doors

- 7.6 Undertaking the fire safety remedial works to every flat and block provides us with an opportunity to undertake decorations, electrical works and un-reported repairs. We have therefore combined other essential works with the fire safety remedial works programme. Combining works in this manner will provide cost savings, minimise disruption to residents and provide fully refurbished communal areas.
- 7.7 As landlords, RPs have fire safety obligations in the same way the Council does, but they may choose to take a different approach to the council to discharging these obligations. However, we are using this process as an exemplar in our discussions with them.
- 8.0 Recommendation 7:** All social landlords should take a “zero tolerance” approach to bulky items kept in common areas.
- 8.1 It is our understanding that RP’s take a similar approach to the council on this issue. That is, tenants and leaseholders have been informed about the dangers of leaving items in communal areas and any items identified during inspections are removed without further notice to the owners. This zero tolerance approach has been communicated to Estate Inspectors who undertake Environmental Quality Checks every 28 days to high-rise blocks and 56-days to medium/low rise and converted blocks. Estate Inspectors have been raising orders for any un-authorized items in communal areas to be removed by the cleaning contractor.
- 8.2 To be clear, a ‘zero tolerance’ approach means residents are not permitted to use communal areas to store or dispose of their belongings or rubbish. No exceptions apply. This ensures that communal areas are effectively ‘sterile’ i.e. free of combustible material, ignition sources and obstructions. Housing Staff do this via the use of the TORT Notice (legally treating the item(s) as abandoned) for the removal of bulky items in common areas. In addition, FRAs further identify if any items in the communal area would obstruct the means of escape.
- 9.0 Recommendation 8:** All social landlords should provide storage space for bulky items for all property types and sizes.
- 9.1 Providing storage space for bulky items for all property types and sizes may not be feasible but, where practicable, officers work with tenants and leaseholders to find a solution. Storage in relation to mobility scooters, prams and bikes require a considered design approach. Additional facilities, alternative housing may be considerations, however will need to be assessed on a case by case basis. Where facilities are available residents are required to use them to store bulky items. This is being monitored via Estate Inspections.
- 10. Recommendation 9:** The council should continue to develop plans and seek funding for secure bicycle storage units across the borough.

- 10.1 We are currently delivering a programming installing bicycle storage across our estates, prioritising where a demand was identified. This is currently been delivered at no cost to tenants and leaseholders.
11. **Recommendation 10:** The council should act to reduce unauthorised parking in areas for the use of emergency services, including:
- Clearer and better maintained signage and markings to identify those areas permitted for car parking, and those areas which are to be kept clear
 - Improving awareness of traffic and parking rules, and
 - Stronger enforcement of parking rules.
- 11.1 There is ongoing parking enforcement activity on some estates, where Emergency Access points are clearly identified and monitored by our Parking Enforcement Contractor. However, the Council believes the current scheme is insufficient to deal with this issue and we have therefore commenced consultation on 'trial' estates on a new parking scheme. This scheme, which will be based on a Traffic Management Order, will ensure designated parking areas are made available for emergency services.
12. **Recommendation 11:** The council and registered providers should regularly use their communication channels to inform and raise the awareness of residents in relation to fire safety.
- 12.1 The Council and RP's use a variety of methods to communicate with residents in terms of raising awareness of fire safety. These include social media; publications; internet-based communication including website and intranet; stakeholder communications; events and community safety campaigns. For example, the Council has held fire safety surgeries for every high rise block and we consistently feature fire safety advice in 'Your Voice', the Brent tenant and leaseholder magazine.
13. **Recommendation 12:** The council and registered providers should provide, in the main entrance of all types of property, floor plans identifying the location of fire exits, and clearly and simply explaining what to do in case of a fire..
- 13.1 Fire Safety Notices will be installed / updated as part of the Fire Safety Remedial Works Programme. Fire Safety Notices will be clearly displayed in all of our properties at the main entrances of the buildings. As part of delivering this initiative we have already revised the fire safety notices and provided same to our contractors.
- 13.2 Existing guidance does not support the provision of floor plans within every building. They are usually installed within larger buildings where they may be uncertainty regarding the direction of escape. Given that the majority of Brent's stock is within low-rise buildings there is no ambiguity in terms of the direction of escape and therefore no requirement to fit floor plans. Blocks that are identified as having any ambiguity regarding escape routes will have

appropriate floor plans of the building. Requirement for floor plans will be identified by the FRA, which is undertaken by a competent and trained Fire Risk Assessor.

- 13.3 As landlord responsibilities are similar, RPs are likely to follow this same approach.

14. Outline of governance and risk management arrangements for fire safety

- 14.1 The main duties on local authorities as landlords in relation to fire safety are covered by the Regulatory Reform (Fire Safety) Order 2005 (FSO) and the Housing Act 2004. The FSO applies in England and Wales. It covers general fire precautions and other fire safety duties which are needed to protect 'relevant persons' in case of fire in and around most premises.
- 14.2 The key requirement under the FSO is that local authorities and indeed other housing providers as landlords of residential buildings, must carry out and maintain a suitable and sufficient fire risk assessment in communal areas to identify and provide adequate fire precautions and procedures to ensure the safety of all relevant persons. As part of carrying out a fire risk assessment, they must take adequate precautions to reduce the risk and to manage the risk that remains.
- 14.3 Fire Risk Assessments are undertaken by competent external Fire Risk Assessors who are appointed via a competitive tender process and have demonstrated that they are suitably qualified, accredited by a recognised 3rd party scheme and have experience of undertaking fire risk assessments to similar buildings.
- 14.4 The Council engaged an external expert to carry out a review of all council housing management fire safety systems, standards and procedures. This included the review of how fire safety is embedded across all teams and roles, considering both operational and strategic issues. An action plan has been submitted and this is now being implemented.
- 14.5 The Council has formed a Strategic Fire Safety Group that includes representatives from within the council, external partners and senior officers of the London Fire Brigade. The Council has also agreed with the London Fire Brigade to create a sub-group for housing that will focus more on the operational aspects of fire safety matters within the borough and that will be attended by senior managers from the Council, representatives from Housing Associations and senior officers from the London Fire Brigade.
- 14.6 The Council appointed a suitably qualified and experienced fire safety compliance manager in March 2018 to take strategic and operational lead for fire safety.
- 14.7 Council officers are working closely with the London Councils Engagement in Best Practice Group. This is enabling the Council to become a major contributor

in the sharing of learning and one of the first to learn about new findings, changes and government updates relating to fire safety.

15. Outline of mitigations in place for civil emergencies

- 15.1 The Fire Safety Communications strategy forms part of a wider Disaster Recovery Plan Strategies and Processes to cover all major incidents.
- 15.2 A Disaster Recovery Plan will ensure the continuation of vital business processes and ensure the councils response and communication is appropriate in the event that a disaster occurs.
- 15.3 The Council, both as a landlord and a Local Authority, has in place a robust disaster recovery plan, which is tested on a regular basis.

16. Overview of the community engagement approach for fire safety

- 16.1 We are committed to supporting residents by making sure they are confident about what arrangements that are in place and that they are able to raise any concerns that they have. To support residents directly in the aftermath of Grenfell, we committed to hold fire safety drop-in surgeries in each of the Council's high rise blocks, recognising that every block is different and the issues in every block would be different.
- 16.2 These resident fire safety drop-in surgeries have taken place and have received positive feedback, specifically in terms of the opportunity to gain reassurance. Fire Safety leaflets including answers to FAQ's were also issued during the sessions.
- 16.3 The sorts of concerns raised by residents related to access for emergency services, smoking in communal areas and general housing management issues. The Estate Services team have followed up with appropriate communications and investigations and the website was updated with FAQs, fire safety information and the current FRAs.

17. Finance Implications

- 18.1 There are no financial implications for this report.

18. Legal Implications

- 18.1 There are no legal implications for this report.

19. Equality Implications

- 19.1 There are no equality implicated associated with the content of this report.

20. Consultation with Ward Members and Stakeholders

- 20.1 None

Report sign off:

PHIL PORTER

Strategic Director Community
Wellbeing

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	<p align="center">Housing Scrutiny Committee 29 November 2018</p>
	<p align="center">Report from the Strategic Director of Community Wellbeing</p>
<p>Housing Revenue Account Overview</p>	

Wards Affected:	All
Key or Non-Key Decision:	Non-Key
Open or Part/Fully Exempt: <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	Open
No. of Appendices:	None
Background Papers:	None
Contact Officer(s): <small>(Name, Title, Contact Details)</small>	Minesh Patel, Head of Finance Minesh.Patel@brent.gov.uk Tel. 020 8937 4043

1.0 Purpose of the Report

- 1.1 This report provides Housing Scrutiny Committee with an overview of the Housing Revenue Account (HRA) within a local and national context, along with key challenges and how they are being managed.
- 1.2 The report seeks to inform the Housing Scrutiny Committee of issues that determine how the HRA is managed, such as;
 - The ring fence between the HRA and other Council budget structures
 - The self-financing model
 - The borrowing cap, including recent changes
 - The balance between borrowing and increasing housing stock through new build
 - The Right to Buy
 - Asset management
- 1.3 The report also discusses recent legislative changes that have an impact on the HRA and what those impacts are.
- 1.4 The report provides a current breakdown of the income into the HRA and how it is spent in maintaining Council stock.

2.0 Recommendation

- 2.1 That the Scrutiny Committee notes the contents of this report.

How the HRA Works

3.0 Ring Fence

- 3.1 The management of Local Authority housing is contained within the Housing Revenue Account (HRA), which is a ring-fenced budget. The HRA takes its income from rents and service charges collected from tenants and leaseholders, and this money must be spent exclusively on the management and maintenance of these properties, including building new ones.

4.0 Self Financing

- 4.1 The Localism Act 2011 introduced a number of changes to how Local Authorities manage their properties, including the introduction of self-financing. As a result, Local Authorities are allowed to keep the totality of the rents they collect but had to take on a share of the national HRA debt.
- 4.2 The self-financing settlement in 2012 imposed a cap on future levels of debt for all authorities, the debt cap for Brent was set at £199.3m.

5.0 Borrowing Cap

- 5.1 HRA borrowing caps were first introduced in April 2012 for all 169 stock retaining councils as part of local government self-financing reforms. These reforms permitted councils to keep the rents they collected locally for the first time, whereas previously they were (partially) redistributed through a complicated national subsidy system.
- 5.2 The Treasury was nervous of stretching the national borrowing too far, so it set a cap on what could be borrowed. Each authority's debt level is set based on a complex calculation based on the previous HRA subsidy system.
- 5.3 The HRA debt cap set for Brent in April 2012 was £199.3m. The debt balance as at April 2018 is £148.6m. The difference between debt cap and current debt level is known as the 'headroom'.
- 5.4 Currently the projected headroom is £7.0m after accounting for earmarked investment in housing stock and existing infill developments.
- 5.5 The government announced in October 2018 that HRA borrowing cap will be lifted from 29th of October 2018. It was also suggested the new borrowing powers would be focused on additional units only, with a focus on mixed-tenure development including homes for social rent, affordable rent and shared equity products.

- 5.6 Further details are expected to be released around the practicalities of increased borrowing. It is understood that the new HRA borrowing rules will come under the Prudential Code, the rules which determine other types of council borrowing.
- 5.7 The Prudential Code was introduced in 2004 as a framework to support Councils and help them show effective controls of decisions relating to capital investment activity, including borrowing. Before this, capital investment levels in Councils were government regulated.
- 5.8 This self-regulated approach has enabled the Council to adopt borrowing and treasury management strategies that fit with its corporate plans and objectives. The framework allows the Council to judge for itself what is affordable and sustainable.
- 5.9 Each authority must set a total borrowing limit for itself in accordance with the principles of the Prudential Code. The borrowing limit will be related to the revenue streams available to the local authority, with which it can repay the debt.
- 5.10 Local authorities can access low interest loans through a government body, the Public Works Loan Board (PWLB). The PWLB does not need to know the reason a local authority needs a loan, provided it can afford the borrowing costs.
- 5.11 When deciding to borrow the two main costs in consideration are Interest on the loan and the repayment of the loan:

5.11.1 Interest on the Loan:

The cost of servicing debt in the HRA is currently estimated to be £6.5m for 2018/19, this is based on previously set interest rates at 4.75%. Any new borrowing in year is currently set at 3.05% (PWLB rates in October 2018, 30 year maturity), as a rule of thumb, at this present time, every £100m of borrowing will require approximately £3.1m revenue budget provision or rental income.

5.11.2 Repayment of the loan:

A Minimum Revenue Provision (MRP) represents the minimum amount that must be charged to an authority's revenue account each year for financing of capital expenditure, which will have initially been funded by borrowing. It is part of all authorities' accounting practices and is about making sure that an authority can pay off the debts it has from buying capital assets, such as building schools or care homes.

6.0 Borrowing for New Build Programmes

- 6.1 Brent's key strategic aims are to increase housing supply across all tenures, with a particular emphasis on affordable rented products. Council's planning and housing policies aspire to achieve 50% affordable housing in all new developments larger than ten homes, with a 70:30 ratio between rented and low cost home ownership options.

- 6.2 Brent was awarded £65.6m GLA grant in October 2018 to contribute towards building 817 new homes to be let at London Affordable Rents (LAR), which is set at 50% of market rents.
- 6.3 The initial plans are to split the GLA grant on the basis of 304 homes being developed in the HRA and 513 homes being developed in the General Fund. The HRA will need to borrow an estimated £51.6m to cover full cost estimated at £82.0m.
- 6.4 Detailed investment appraisal decisions for new build projects will need to take into consideration the payback period of debt principal, if this is not done the costs of servicing debt would rise over time and consume a greater proportion of the HRA revenue budget.
- 6.5 The total cost of all HRA capital pipeline proposals of 304 units currently amounts to £82.0m. As a result, capital financing costs (interest on borrowing) is estimated to increase by an additional £2.5m per annum.
- 6.6 In addition to financing cost, the cost of management and maintenance of the pipeline proposals is estimated to be on average £1.8m per annum, based on current expenditure levels projected in the business plan.
- 6.7 The pipeline proposals create a revenue budget requirement of £4.3m per annum which will need to be financed by rental income to make the investment affordable.
- 6.8 Based on the current high level assumptions on building properties at 50% of market rent (London Affordable Rent), the estimated average surplus generated per annum for 304 properties is £0.06m, after taking into consideration the cost of management, maintenance and debt financing, excluding debt principal repayments.
- 6.9 The surplus generated from new build properties will be impacted further due to loss of rental income from future Right to Buy sales, while at the same time it is important to note that the principal payments for borrowing still remains unpaid.
- 6.10 Detailed investment appraisal decisions will need to take into consideration the payback period of debt principal, if this is not done the costs of servicing debt would rise over time, leading to the position when day to day services to tenants will be impacted as interest costs consumed a greater proportion of the HRA revenue budget. This adds further challenge to the feasibility of increasing headroom due to limited levels of net surplus per property generated from building affordable housing.
- 6.11 **Scenario Analysis:**
- 6.11.1 The following scenarios are explored using high level assumptions on rental income, cost of management, maintenance and debt financing.

Table 1 – Scenario Analysis Summary:

Estimates over 30 years	Ave. Stock	Ave. Net rent p.a. (£000)	Ave. Interest p.a. (£000)	Interest v Rent (%)	Total debt in Year 30 (£000)	Operating Surplus at Year 30 (£000)
Scenario 1 - Existing Projections	7,466	67,057	8,461	13%	196,980	88,959
Scenario 2 - 304 Pipeline	7,770	70,167	12,727	18%	446,124	3,556
Scenario 3 - 608 Units	8,378	74,702	17,275	23%	684,034	2,519

6.11.2 Scenario 1 – assumes current business plan remains unchanged. The projected level of debt is £196.9m in year 30, with an operating surplus of £90.0m available for debt repayment. Debt servicing expenditure accounts for 13% of the annual rental income.

6.11.3 Scenario 2 – is updated with high level estimates for the current pipeline schemes of 304 properties and includes substantial investment in the existing stock. It is estimated to have an increased debt position of £446.1m in year 30, with an operating surplus of £3.6m. Debt servicing expenditure also increases as a proportion of the rental income (18%).

6.11.4 Scenario 3 – is further updated with an aggressive approach of borrowing to build 608 properties. It is estimated to further increase the debt position to £684.0m in year 30, with an operating surplus of £2.5m, this level of surplus will not realistically be considered for debt repayment, however it provides an indication of the maximum amount of investment in the HRA over a 30 year period.

6.11.5 These scenarios provide an indicative conservative position with average build costs, rent levels, management cost and substantial investment in current aging stock.

6.11.6 Further detailed work will need to be carried out to refine the options but if the council is to ensure that new build schemes are affordable in the HRA, some of the types of issues that will need to be considered are:

- Key assumptions on the size of development eg if we focus on bigger developments, the unit costs will go down.
- How do we drive more efficiencies within the HRA to reduce the per unit management fee to release income to pay back the loan principle earlier.
- Rent levels – could we decide to set an affordable rent at London Living Rent (65% of market rents) as opposed to London Affordable Rent (55% of market rents).
- Stock condition survey: The value of investing in current poor performing stock vs building new - should we release capital receipts by disposing of poor performing stock

6.11.7 In practice, each individual new build scheme is appraised on a case by case basis, once it is considered financially feasible, it will be built into the HRA business plan to see the overall impact.

7.0 Right to Buy

7.1 The maximum Right to Buy (RTB) discount is set by legislation, it is currently £108,000 in London. It will increase each year in April in line with the consumer price index (CPI).

7.2 There were 58 RTB sales in 2016/17 and 49 in 2017/18. The projected rate of RTB sales is expected to reduce as the number of applications show a declining trend.

7.3 RTB receipts must be spent on one-for-one replacement at any point within a three year period, failure to spend within the deadline incurs payment to government plus 4% interest above base rate. RTB receipts can only cover 30% of the cost of replacement and must be matched with 70% Council funding.

7.4 The Mayor's Building Council Homes for Londoners prospectus May 2018, has introduced arrangements for pooling RTB receipts, which would be held by the GLA until a local authority is ready to deploy them, thereby extending the period to keep hold of the receipts without incurring a penalty. Brent has opted-in to this offer.

7.5 Previous limitations on HRA borrowing from the borrowing Cap had meant it was not possible to match fund receipts, therefore the option to grant fund Registered Providers (RP's) using RTB receipts has been considered. In-return for the grant, the Council will seek nomination rights. Now that the borrowing restrictions have been lifted, this option is being re-assessed.

7.6 The Social Housing Green Paper August 2018 includes proposals to relax current restrictions on the use of RTB receipts. The consultation is due to end in November 2018 with outcomes expected in 2019.

8.0 Asset Management

8.1 Alongside this report, the Housing Scrutiny Committee will also be considering a report on Asset Management strategy. This report details the process through which an Asset Management Strategy will be developed and presented to Cabinet for agreement in April 2019. The Asset Management Strategy will inform a full re-profiling of major works expenditure and in combination with HRA Business Plan, will determine future major works budgets.

8.2 Type 4 fire risk assessments are also taking place, the findings from which may require significant spend on existing stock. Firm proposals on stock investment will be presented for discussion.

9.0 Influences and Impact

9.1 Welfare Reform Act 2012

9.1.1 For the HRA, two key points are important:

- Cuts to housing benefit related to non-dependent deductions, under-occupancy and the single room rate have reduced benefits for existing tenants and impacted on rent payments.
- The forthcoming implementation of Universal Credit (UC), payable monthly in arrears and not normally direct to the landlord, is likely to result in an increase in arrears or late payments.

9.1.2 The impact of Universal Credit (UC) is beginning to be felt, with average rent arrears for UC claimants totalling £618 (around 6-7 weeks rent), compared to £131 for those not claiming UC. This suggests as UC is rolled out, there is a risk of rising arrears that the HRA must prepare for.

9.1.3 Brent Housing Management (BHM) is putting in place a range of operational mitigations to include the following:

- Raising awareness with residents about Universal Credit, including what it means for them
- Developing future delivery partnership with Department for Work and Pension (DWP)
- Establishing delivery partnership agreement that supports the most vulnerable
- Increasing provision for digital inclusion and improve capacity for residents to manage accounts independently
- Exploring technology capable of analysing held data and predicting potential defaults before the happen

9.1.4 The impact of universal credit roll out will be on rent collection rates and increases the likelihood of bad debts.

9.1.5 Currently the budget for increases in bad debt provision is set at £0.4m. It is assumed to increase to 0.9m from 19/20 from anticipated roll out of universal credit.

9.2 **Welfare Reform Act 2016**

9.2.1 The Act requires 1% social rent reduction for 4 years from 1 April 2016, replacing the previous regime under which rents could rise by a maximum of the Consumer Price Index (CPI) plus 1% each year.

9.2.2 The impact of rent reductions has reduced rental income and bottom line surpluses previously assumed in the business plan. The total loss of income of £23m against previous regime along with increased capital expenditure on major works has meant that the major repairs reserve held in the balance sheet has been fully used to finance investment in existing stock.

9.2.3 In October 2017, the government announced a return to CPI plus 1% model for the five years from 2020. The approach beyond 2025 remains uncertain but there is an expectation that the model is likely to remain in place.

9.3 Housing and Planning Act 2016

9.3.1 Many of the provisions of this Act have yet to be brought into operation some uncertainty remains as to whether further changes will be made.

9.3.2 The Act provides for a “pay to stay” regime, permitting higher rents for higher earning households (over £40,000 in London). The scheme would operate on a voluntary rather than compulsory basis. The Council has no plans to introduce it in Brent and is not aware of any Registered Providers planning to do so in the borough.

9.3.3 The Act imposes a duty on local authorities to promote the supply of Starter Homes. These are classified as new dwellings, available to first time buyers aged under 40 and sold at 20% less than market value and for less than £250,000. Detailed provisions have not been released but Starter Homes will be classed as affordable housing within the National Planning Policy Framework (NPPF) and funding will be through the Affordable Homes Programme.

10.0 HRA Budgets

10.1 The HRA budget is set at a balanced position where income is matched by expenditure as summarised in table 1 below.

Table 1: HRA Budget 2018/19

Description	Budget 2018/19 (£m)	Budget Narrative
Rents	(48.5)	Rents, garage rents and tenants service charge
Non Dwelling Rents	(0.2)	Commercial rents
Leaseholders' Charge for Services and Facilities	(2.3)	Leaseholder service charges
Major Works and Other Contribution Towards Expenditure	(3.5)	Leaseholder major works Income and recharges to General Fund for services provided by Housing Management
HRA accumulated surplus	(2.5)	HRA operating balance brought forward from prior year
Total Income	(57.0)	
Repairs and Maintenance	11.8	Responsive and cyclical repairs
Stock Management	11.8	Housing management staff costs, share of corporate recharges, premises insurance, council tax on voids and provision for bad debts
Estate Service & Cleaning	4.3	Contracts for building cleaning, concierge services, communal utility bills, grounds maintenance and wardens
Depreciation of Fixed Assets	21.1	Depreciation of council dwellings
Capital Financing and Debt Management	7.9	Interest on borrowing and debt management
Total Expenditure	57.0	

10.2 Investment in existing stock and new build schemes funded by the HRA is summarised in table 2 below.

Table 2: Capital Budgets 2018/19

Description	Budget 2018/19 (£m)	Budget Narrative
HRA Acquisitions	6.0	Properties purchased on the open market for affordable rent
Infill Development	17.9	New build (Phase 1 & 2)
Major Repairs and Maintenance	25.2	Planned maintenance of existing stock (e.g. external refurbishment, mechanical and electrical)

10.3 HRA Operating Balance Position

10.3.1 Current projections are that an operating surplus of £1.2m per annum for the next 2 years will be maintained. A deficit must be avoided, therefore it is prudent to keep an operating balance target which is currently estimated at £200 per property. However, maintaining a reserve balance means budget growth on service areas will be further restricted.

11.0 Legal Implications

11.1 None

12.0 Equality Implications

12.1 There are no equality implications associated with the content of this report.

13.0 Consultation with Ward Members and Stakeholders

13.1 None

14.0 Human Resources/Property Implications (if appropriate)

14.1 None

Report sign off:

PHIL PORTER

Strategic Director Community Wellbeing

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 Brent	Housing Scrutiny Committee 29 November 2018
	Report from the Director of Performance Policy and Partnerships
Service Provision on Housing Estates: Members' Scrutiny Task Group	

Wards Affected:	All
Key or Non-Key Decision:	N/A
Open or Part/Fully Exempt: <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	Open
No. of Appendices:	Two:
Background Papers:	None
Contact Officer(s): <small>(Name, Title, Contact Details)</small>	Jackie Barry-Pursell, Senior Policy and Scrutiny Officer, Strategy and Partnerships jacqueline.barry-pursell@brent.gov.uk Tel. 020 8937 1958

1.0 Purpose of the Report

- 1.1 To enable members of the Housing Scrutiny Committee to set up a members' scrutiny task group to review service provision on housing estates.

2.0 Recommendation(s)

- 2.1 Members of the Housing Scrutiny Committee to discuss and agree the contents of this report and scoping paper attached in Appendix A.
- 2.2 Members of the Housing Scrutiny Committee to agree to set up a task group with the terms of reference and membership in Appendix B.

3.0 Detail

- 3.1 The Housing Scrutiny Committee can commission evidence-based reviews of a policy area or 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 the area of service provision on housing estates. The complexity of this area means that it is an appropriate subject to

be reviewed by a scrutiny task group rather than be discussed at committee through a report.

- 3.2 The scope of this task group is central to the achievement of the overall vision for the borough as set out in the Borough Plan 2019-2023. The vision is: ***To make Brent a borough of culture, empathy, and shared prosperity***
- 3.3 A key part of the work of the task group will be to produce a written report with recommendations to Cabinet or Full Council which are focused on areas which are the responsibility of the Cabinet. This recommendation-making function is an important one that overview and scrutiny has in a local authority. It's considered good practice that recommendations are SMART (specific, measurable, agreed, realistic and timed) and limited in number. In addition, information about likely recommendations will be shared and discussed with the Cabinet member for the area prior to being made.
- 3.4 Evidence-gathering is a key part of the role of the task group. Members will develop their own lines of questioning to test the evidence they are presented with, and to weigh-up the evidence they are given. It is considered best practice for members to consider different types of qualitative and quantitative data so they have a complete picture and view of a subject. ¹
- 3.5 Membership of the task group has to be drawn from non-executive members; however, the Cabinet member for Housing and Welfare Reform will take part in the evidence-gathering sessions alongside officers from Brent Council. The evidence-gathering sessions will be set out in a project plan once the task group has been established.

4.0 Financial Implications

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

5.0 Legal Implications

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

6.0 Equality Implications

- 6.1 There are no equality implications arising from this report

7.0 Consultation with Ward Members and Stakeholders

- 7.1 Non-executive members are regularly involved in overview and scrutiny.

Report sign off:

PETER GADSDON

Director of Performance, Policy and Partnerships

¹ *The Scrutiny Evaluation Framework*, (Centre for Public Scrutiny, April 2017) pp.7-9



**Scrutiny Task Group, Housing Scrutiny Committee:
Service Provision on Housing Estates**

Background

1. This task group will review service provision on housing estates. This includes where Registered Providers are in operation. Areas to be covered include the public realm – green space provision, grounds maintenance, cleaning, waste management, recycling, parking, lighting and highway infrastructure. This topic has been chosen given the importance of effective delivery in this area in ensuring that a seamless service is delivered for those who live in the borough. 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 currently delivered by a range of organisations delivering on behalf of the council and registered providers and/or their contractors. This task group will engage with these key organisations.
2. A co-ordinated approach is important for residents on housing estates to ensure that the services delivered meet their needs. 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.
3. 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.
4. Key public realm principles include the need to ensure that the public realm is:
 - coordinated, rational and de-cluttered; an inclusive environment
 - delivered with management and maintenance in mind;
 - delivered to stand the test of time;
 - delivered to promote a sense of ownership, respect, responsibility and community;

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

Regional Context

6. **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.

7. 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

8. 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)

9. 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.

10. 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).

11. The outcomes outlined are:

- Greener
- Cleaner
- Ready for the Future

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

12. **The London Plan** is the statutory Spatial Development Strategy for Greater London prepared by the Mayor of London (“the Mayor”) in accordance with the Greater London Authority Act 1999 (as amended) (“the GLA Act”) and associated regulations.
13. The legislation requires the London Plan to include the Mayor’s general policies in respect of the development and use of land in Greater London and statements dealing with general spatial development aspects of his other strategies. The Mayor is required to have regard to the need to ensure that the London Plan is consistent with national policies. When published in its final form the Plan will comprise part of the statutory development plan for Greater London.
14. 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. The significance given to it is a matter for the decision maker, but it gains more weight as it moves through the process to adoption.

Case Studies

15. This task group will focus on the following Brent estates as case studies – Chalkhill, Stonebridge, Church End and Roundwood. This will include engagement with the Registered Providers for these estates. The focus will be on finding out what works well and what needs to improve.

Role of Scrutiny and Rationale

16. There is a strong rationale for the Housing Scrutiny Committee setting up a members’ task group to look at service provision on housing estates. Service provision and in particular public realm activity is an important issue for local people.
17. Scrutiny often review cross-cutting areas of the council’s work and service provision delivery involves teams and departments across the local authority. On estates there are particular challenges given the density of housing, tenure and accessibility. The delivery mix also presents both opportunities and challenges.

18. A members' task group has a clear role in reviewing service provision on estates. Members of the group are in a unique position to question and challenge executive power by holding it to account and ensure that decision-making is accountable and tested. As non-executive members, they are able to judge proposals against their unique knowledge of the borough and its communities. As well as scrutinising executive decisions, the role of scrutiny is to examine policy themes and matters of local concern. ¹

19. It is proposed that the group meets up to three times to take evidence from relevant witnesses and consult key policies and strategies, with a view to producing a detailed report and a set of recommendations for Cabinet which examines the national, regional and local context, along with learning from other councils. Site visits will also be undertaken.

20. The task group's objective should be to develop up to five recommendations which are clear, based on a rigorous challenge, supported by detailed evidence and which can then be implemented. The methodology will be to gather qualitative and quantitative evidence to develop these recommendations. In particular, the task group will undertake a series of face-to-face interviews with those involved in service provision on housing estates, and could include:

- Strategic Director Community and Wellbeing
- Strategic Director Regeneration and Environment
- Cabinet Lead for Housing and Welfare Reform
- Operational Director Housing
- Operational Director Environment Services
- Head of Housing Management
- Head of Housing Needs
- Contractor Representatives of those who deliver public realm services on the estates
- Registered Providers representatives

21. The task group will report back to the Housing Scrutiny Committee by April 2019. The detail of the meetings will be in the task group's project plan. The task group will be required to adhere closely to its terms of reference as set out in Appendix B. The membership of the Group will be up to four members and if appropriate one co-opted member from the committee. This number includes a chair of the task group. The list of task group members is set out in Appendix B. Senior Policy and Scrutiny Officer Jackie Barry-Purssell from Strategy and Partnerships

¹ *New council constitutions: guidance to English Authorities* (Department for Communities and Local Government, 2006)

in the Chief Executive's Department will support the task group, and will liaise with the other organisations involved in the task group's work.

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APPENDIX B

Membership

Membership of the task group is restricted to non-executive members. The confirmed members are:

1. Councillor Long (chair)
2. Councillor Wilhelmina Mitchell-Murray
3. Councillor Abdifatah Aden
4. Councillor Shafique Choudhury
5. Karin Jaeger (co-optee)
6. Councillor Tom Stephens
7. Councillor Anita Thakker

Terms of Reference

- a) Understand the regional policy for service provision on housing estates.
- 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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 Brent	Housing Scrutiny Committee 29 November 2018
	Report from the Chair of the Housing Scrutiny Committee
Scrutiny Café - Housing	

Wards Affected:	All
Key or Non-Key Decision:	N/A
Open or Part/Fully Exempt: <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	Open
No. of Appendices:	None
Background Papers:	None
Contact Officer(s): <small>(Name, Title, Contact Details)</small>	Jackie Barry-Purssell, Senior Policy and Scrutiny Officer jacqueline.barry-purssell@brent.gov.uk Tel. 020 8937 1958

1.0 Purpose of the Report

- 1.1 To enable members of the Housing Scrutiny Committee to gain an overview of the housing scrutiny café that was held at Willesden Green Library on Tuesday 16 October.

2.0 Recommendation(s)

- 2.1 Members of the Housing Scrutiny Committee to discuss and agree how the points raised at the scrutiny café should be taken forward.

3.0 Detail

- 3.1 As part of Local Democracy week a scrutiny café focused on housing standards was held on Tuesday 16 October led by Cllr Long. It was an opportunity for those who live in the borough to discuss housing standards over a tea or coffee.
- 3.2 Residents from across the borough came to discuss this topic. The common theme was the private rented sector and landlord licensing. The main points raised were the cost of the private rented sector, inadequate action from RSLs with regards to repairs, the lack of enforcement of landlord licensing,

overcrowding and anti-social behaviour. For example, one resident was living in an unlicensed property and was unaware of licensing whilst another from Harlesden was concerned about the effectiveness of the Landlord licensing scheme, which has operated in the Harlesden ward since 2015. A summary of the concerns raised overall are as follows:

- a) Lack of licensing enforcement
- b) Lack of inspections
- c) The external condition of many licensed properties.
- d) The need to prioritise inspections
- e) Properties being rented out as an HMO when it only has a Selective licence.

4.0 Financial Implications

4.1 There are no financial implications arising from this report.

5.0 Legal Implications

5.1 There are no legal implications.

6.0 Equality Implications

6.1 There are no equality implications

7.0 Consultation with Ward Members and Stakeholders

7.1 Non-executive members are regularly involved in overview and scrutiny.

Report sign off:

PETER GADSDON

Director of Policy, Performance and Partnerships

Housing Scrutiny Committee Work Programme 2018-19

Thursday 12 July 2018

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

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

Thursday 13 September 2018

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

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

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

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

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

Agenda	Item	Objectives for Scrutiny	Cabinet Member/Member	Attendees
<p>1.</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 55</p>	<p>Brent based Registered Providers (RP) delivery of social housing</p>	<ol style="list-style-type: none"> 1. Gain an overview of the performance of Registered Providers based on the priorities of the service 2. Scrutinise welfare issues addressed by RP (methods, means, and areas of collaboration with LBB) 3. Review performance measures 4. Review conversions from social to affordable housing 	<p>Cllr Eleanor Southwood – Lead Member for Housing and Welfare Reform/Cllr Janice Long – Chair of the Housing Scrutiny Committee</p>	<ol style="list-style-type: none"> 1. Phil Porter, Strategic Director Community Wellbeing; 2. Hakeem Osinaike, Operational Director Housing; 3. Laurence Coaker, Head of Housing Needs; 4. Minesh Patel, Head of Finance
<p>2.</p>	<p>Welfare Reform and Homelessness (including the Homelessness Reduction Act)</p>	<ol style="list-style-type: none"> 1. Scrutinise the impact of Welfare Reform on Homelessness in the borough 2. Scrutinise the Council’s readiness for the challenges presented 3. Scrutinise implementation and impact of the Homelessness Reduction Act in Brent 4. Review the Supported People 	<p>Cllr Eleanor Southwood – Lead Member for Housing and Welfare Reform/Cllr Janice Long – Chair of Housing Scrutiny Committee</p>	<ol style="list-style-type: none"> 1. Phil Porter, Strategic Director Community Wellbeing; 2. Hakeem Osinaike, Operational Director Housing 3. Minesh Patel, Head of Finance

		budget		
3.	Performance Update	<ol style="list-style-type: none"> 1. Scrutinise performance across the service 2. Review strengths and areas for further improvement 	Cllr Eleanor Southwood – Lead Member for Housing and Welfare Reform/Cllr Janice Long – Chair of Housing Scrutiny Committee	<ol style="list-style-type: none"> 1. Phil Porter, Strategic Director Community Wellbeing; 2. Hakeem Osinaike, Operational Director Housing 3. Minesh Patel, Head of Finance
Page 56	Housing Complaints	<ol style="list-style-type: none"> 1. To scrutinise complaints relating to the Housing Service 2. To understand the strengths and gaps 3. To gain an overview of the work that is underway to close the gaps 	Cllr Eleanor Southwood – Lead Member for Housing and Welfare Reform/Cllr Janice Long – Chair of the Housing Scrutiny Committee	<ol style="list-style-type: none"> 1. Phil Porter, Strategic Director, Community and Wellbeing; 2. Hakeem Osinaike, Operational Director Housing; 3. Troy Francis, Head of Housing Management Services; 4. Minesh Patel, Head of Finance
5	Scrutiny Committee's Work Programme 2018-19	<ol style="list-style-type: none"> 1. The report updates Members on the Committee's Work Programme for 2018-19 	Cllr Eleanor Southwood – Lead Member for Housing and Welfare Reform/Cllr Janice Long – Chair of the Housing Scrutiny Committee	N/A
6.	Forward Plan	<ol style="list-style-type: none"> 1. The Committee to review the Forward Plan (housing element). 	Cllr Eleanor Southwood – Lead Member for Housing	N/A

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

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

3. Page 59	I4B	<ol style="list-style-type: none"> 1. Scrutinise impact on housing 2. Review locations and quality of housing 3. Review the impact on the waiting list 	<p>Cllr Eleanor Southwood – Lead Member for Housing and Welfare Reform/Cllr Janice Long – Chair of the Housing Scrutiny Committee</p>	<ol style="list-style-type: none"> 1. Phil Porter, Strategic Director, Community Wellbeing; 2. Hakeem Osinaike, Operational Director Housing; 3. Laurence Coaker, Head of Housing Needs 4. Minesh Patel, Head of Finance
4.	Scrutiny Committee's Work Programme 2018-19	<ol style="list-style-type: none"> 1. The report updates Members on the Committee's Work Programme for 2018-19 	<p>Cllr Eleanor Southwood – Lead Member for Housing and Welfare Reform/Cllr Janice Long – Chair of the Housing Scrutiny Committee</p>	N/A
5.	Forward Plan	<ol style="list-style-type: none"> 1. The Committee to review the Forward Plan (housing element). 	<p>Cllr Eleanor Southwood – Lead 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

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Agenda	Item	Objectives for Scrutiny	Cabinet Member/Member	Attendees
1.	Tackling ASB	<ol style="list-style-type: none"> 1. Scrutinise approach to tackling ASB on Estates 2. Review links to wider ASB challenges in the borough 	Cllr Eleanor Southwood – Lead Member for Housing and Welfare Reform/Cllr Janice Long – Chair of the Housing Scrutiny Committee	<ol style="list-style-type: none"> 1. Phil Porter, Strategic Director Community Wellbeing; 2. Hakeem Osinaike, Operational Director Housing; 3. Rep from Public Protection (tbc); 4. Minesh Patel, Head of Finance.
2.	Rent Arrears (including Registered Providers)	<ol style="list-style-type: none"> 1. Scrutinise the level of rent arrears 2. Review location and trends 3. Explore actions in place to tackle these arrears 4. Explore approach to evictions 	Cllr Eleanor Southwood – Lead Member for Housing and Welfare Reform/Cllr Janice Long – Chair of the Housing Scrutiny Committee	<ol style="list-style-type: none"> 1. Phil Porter, Strategic Director Community Wellbeing; 2. Hakeem Osinaike, Operational Director Housing; 3. Minesh Patel, Head of Finance; 4. One Registered Provider (tbc).
3.	Fire Safety	<ol style="list-style-type: none"> 1. Evaluate fire safety in council housing 2. Improved awareness of the mitigation measures in place for civil emergencies 	Cllr Eleanor Southwood – Lead Member for Housing and Welfare Reform/Cllr Janice Long – Chair of the Housing Scrutiny Committee	<ol style="list-style-type: none"> 1. Phil Porter, Strategic Director Community Wellbeing; 2. Hakeem Osinaike, Operational Director Housing; 3. Minesh Patel, Head of Finance

4	Service Provision on Housing Estates Task Group	1. Scrutinise the findings and recommendations from the scrutiny task group – Service Provision on Housing Estates	Cllr Eleanor Southwood/ Cllr Janice Long – Chair of Housing Scrutiny Committee	<ol style="list-style-type: none"> 1. Phil Porter, Strategic Director Community Wellbeing; 2. Hakeem Osinaike, Operational Director Housing; 3. Minesh Patel, Head of Finance
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

LONDON BOROUGH OF BRENT

FORWARD PLAN OF KEY DECISIONS

for the period 9 November 2018 to 30 April 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 6607/1355 or via e-mail to committee@brent.gov.uk.

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

The current membership of the Cabinet is as follows:

[Cllr Butt](#) (Leader)

[Cllr McLennan](#) (Deputy Leader)

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

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

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

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

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

[Cllr Krupa Sheth](#) (Environment)

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

[Cllr Miller](#) (Community Safety)

Publication Date: 9 November 2018

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

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
November					
<p>Award of a Contract for Microsoft Licences for the London Borough of Southwark To approve the award of the contract for the provision of Microsoft Software Licences for the London Borough of Southwark. The award and contracting are delegated to the London Borough of Brent under the terms of the ICT Shared Service Inter Authority Agreement.</p> <p>KEY Report: Part exempt</p>	Strategic Director, Resources	Strategic Director, Resources	Deputy Leader (Councillor Margaret McLennan)	Not before 12 Nov 2018	Senior Category Manager, Procurement Tel: 0208 937 1733 philippa.brewin@brent.gov.uk
<p>Brent Design Guide Supplementary Planning Document (SPD1) Adoption. To consider consultation responses to the draft Brent Design Guide Supplementary Planning Document (SPD1) and approve its adoption.</p> <p>KEY Report: Open</p>	Cabinet	Strategic Director, Regeneration and Environment	Lead Member for Regeneration, Highways, Planning (Councillor Shama Tatler)	12 Nov 2018	Principal Urban Design Officer Tel: 020 8937 2303 Joris.vanderStarre@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>Business Rates and Associated IT Support Contract Award To approve the award and ancillary recommendations relating to the contract for Business Rates and Associated IT Support.</p> <p>KEY</p> <p>Report: Part exempt</p>	Cabinet	Strategic Director, Resources	Deputy Leader (Councillor Margaret McLennan)	12 Nov 2018	Director of Brent Customer Services Tel: 020 8937 1521 margaret.read@brent.gov.uk
<p>Changes to Local Government Association Membership The purpose of this report is to seek Cabinet approval for the council to participate fully in changes to the Local Government Association's organisational structure.</p> <p>Report: Open</p>	Cabinet	Director, Performance, Policy and Partnerships	Leader (Councillor Muhammed Butt)	12 Nov 2018	Director, Performance, Policy and Partnerships Tel: 020 8937 1400 peter.gadsdon@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>Delegation of Decision and Award of a Printing Services Contract for the ICT Shared Service Authorities</p> <p>Part A: To approve the delegation to the Strategic Director of Resources of the decision to award a contract for Printing Services for the ICT Shared Service authorities.</p> <p>Part B: To approve the award of a contract for Printing Services for the ICT Shared Service authorities.</p> <p>KEY</p> <p>Report: Part exempt</p>	Cabinet	Strategic Director, Resources	Deputy Leader (Councillor Margaret McLennan)	12 Nov 2018	Head of Digital Services Tel: 020 8937 6080 prod.sarigianis@brent.gov.uk
<p>School Place Planning Strategy 2019-2023</p> <p>To approve School Place Planning Strategy 2019-2023</p> <p>KEY</p> <p>Report: Open</p>	Cabinet	Strategic Director, Children and Young People	Lead Member for Schools, Employment & Skills (Councillor Amer Agha MB BS, MSc, PHCM)	12 Nov 2018	Head of Partnerships, Planning and Performance Tel: 020 8937 4529 Shirley.Parks@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>St. Raphael's Estate - Housing Options Appraisal Cabinet to consider housing improvement and development options for the estate.</p> <p>Reason for deferral from October to November Cabinet meeting: Officers to undertake further work and engagement around the proposals.</p> <p>KEY Report: Open</p>	Cabinet	Strategic Director, Community Well-being	Lead Member for Housing and Welfare Reform (Councillor Eleanor Southwood)	12 Nov 2018	Operational Director Housing Tel: 020 8937 2023 Hakeem.Osinaike@brent.gov.uk
<p>Statement of Gambling Principles 2019-2022 To agree the updated statement of gambling principles, revised to take into account the local area profile to allow us to remain responsive to our local environment, and to identify current and emerging risks of gambling-related harm. The changes made will allow us to make evidence based decisions to address local gambling issues .</p> <p>KEY Report: Open</p>	Cabinet	Strategic Director, Regeneration and Environment	Lead Member for Community Safety (Councillor Tom Miller)	12 Nov 2018	Senior Regulatory Service Manager Tel: 020 8937 5262 yogini.patel@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>General Update Report To note arrangements for the continued deployment of a Project Officer to serve the needs of the Barham Trust and the estate.</p> <p>Report: Open</p>	Barham Park Trust Committee	Strategic Director, Regeneration and Environment	Deputy Leader (Councillor Margaret McLennan)	Not before 12 Nov 2018	Barham Park Project Officer Tel: 020 8937 5628 Leslie.Williams@brent.gov.uk
<p>Letting of Unit 7 at Barham Park To make a decision on the letting of Unit 7 at Barham Park.</p> <p>Report: Part exempt</p>	Barham Park Trust Committee	Strategic Director, Regeneration and Environment	Deputy Leader (Councillor Margaret McLennan)	Not before 12 Nov 2018	Barham Park Project Officer Tel: 020 8937 5628 Leslie.Williams@brent.gov.uk
<p>Authority to Invite Tenders for contract for roof, window and door replacement project at Preston Park Primary School To request approval to invite tenders in respect of a contract for roof, window and door replacement project at Preston Park Primary School as part of the School Asset Management Programme as required by Contract Standing Orders 88 and 89.</p> <p>KEY</p> <p>Report: Open</p>	Strategic Director, Resources	Strategic Director, Resources	Deputy Leader (Councillor Margaret McLennan)	Not before 19 Nov 2018	Strategic Director of Resources Tel: 0208 937 1564 Althea.Loderick@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>Award contract for lifts To award contract for lifts at five sites within the London Borough of Brent.</p> <p>KEY</p> <p>Report: Part exempt</p>	Strategic Director, Community Well-being	Strategic Director, Community Well-being	Lead Member for Housing and Welfare Reform (Councillor Eleanor Southwood)	Not before 19 Nov 2018	Head of Service - Housing Management Property, Housing and Culture Tel: 0208 937 1147 sean.gallagher@brent.gov.uk
<p>Gateway to Support Services To provide authority:</p> <p>A) To procure a contract for a “Gateway to Support Services” Hub. The Hub will provide a local 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) To Award contract at a later stage after evaluation process</p> <p>KEY</p> <p>Report: Part exempt</p>	Strategic Director, Community Well-being	Strategic Director, Community Well-being	Lead Member for Adult Social Care (Councillor Harbi Farah)	Not before 12 Nov 2018	Operational Director, Adult Social Care Tel: 020 8937 6168 helen.woodland@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Any representations must be made to the following officer at least 1 week before the decision is to be made
<p>Authority to award stage two contract for the redevelopment of Knowles House London NW10 3UN To award a building contract for the redevelopment of Knowles House, Longstone Avenue, NW10 3UN</p> <p>KEY</p> <p>Report: Part exempt</p>	Strategic Director, Resources	Strategic Director, Resources	Leader (Councillor Muhammed Butt)	Not before 12 Nov 2018	Project Manager, Property Tel: 020 8937 1739 gordon.cooper@brent.gov.uk
December					
<p>Individual Cabinet Member Decision - Private Housing HMO & Selective Licensing Fee Structure To seek approval for a revision to the charging mechanism for HMO & Housing Selective Licensing fees.</p> <p>Please note this is a Non Key Decision included on the Forward Plan for information only</p> <p>Report: Open</p>	Lead Member for Housing and Welfare Reform	Strategic Director, Community Well-being	Lead Member for Housing and Welfare Reform (Councillor Eleanor Southwood)	3 Dec 2018	Operational Director Housing Tel: 020 8937 2023 Hakeem.Osinaike@brent.gov.uk

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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>Amendment to the Annual Accounts of the Barham Park Trust Committee To approve the amended annual accounts of the Barham Park Trust Committee</p> <p>Report: Open</p>	Barham Park Trust Committee	Strategic Director, Regeneration and Environment	Deputy Leader (Councillor Margaret McLennan)	Not before 10 Dec 2018	Operational Director, Environmental and Employment Services Tel: 020 8937 5342 chris.whyte@brent.gov.uk
<p>2017/18 Annual Complaints Report Annual report considered by Cabinet.</p> <p>Reason for deferral from October to December Cabinet meeting: Officers to undertake further work and engagement around the proposals.</p> <p>KEY</p> <p>Report: Open</p>	Cabinet	Director, Performance, Policy and Partnerships	Deputy Leader (Councillor Margaret McLennan)	10 Dec 2018	Head of Performance & Improvement Tel: 020 8937 1822 irene.bremang@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Any representations must be made to the following officer at least 1 week before the decision is to be made
<p>Approval to proceed with the South Kilburn District Energy Network</p> <p>The report is seeking approval to deliver and approval of the proposed delivery route for the South Kilburn District Energy Network, which is funded by S106 contributions.</p> <p>KEY</p> <p>Report: Open</p>	Cabinet	Strategic Director, Resources	Deputy Leader (Councillor Margaret McLennan)	10 Dec 2018	Chief Finance Officer Tel: 020 8937 6528 conrad.hall@brent.gov.uk
<p>Outcome of Parking Consultation</p> <p>Decision to proceed on permit product changes for External ESU permits, the Diesel surcharge and the surcharge on Second and Third vehicle permits</p> <p>KEY</p> <p>Report: Open</p>	Cabinet	Strategic Director, Regeneration and Environment	Lead Member for Environment (Councillor Krupa Sheth)	10 Dec 2018	Head of Parking and Lighting Tel: 020 8937 2979 gavin.f.moore@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>Performance Report, Q2 This will be the second quarter's performance report of 2018/2019.</p> <p>Reason for change of date: Item brought forward from February 2019 to December 2018 in line with usual corporate performance reporting practices.</p> <p>KEY</p> <p>Report: Open</p>	Cabinet	Director, Performance, Policy and Partnerships	Leader (Councillor Muhammed Butt)	10 Dec 2018	Head of Performance & Improvement Tel: 020 8937 1822 irene.bremang@brent.gov.uk
<p>Review of Estate Cleaning To approve the option for the future delivery of the estate cleaning service.</p> <p>Reason for deferral from April Cabinet to December Cabinet: To enable a more in-depth analysis into the range of options being proposed.</p> <p>KEY</p> <p>Report: Open</p>	Cabinet	Strategic Director, Community Well-being	Lead Member for Housing and Welfare Reform (Councillor Eleanor Southwood)	10 Dec 2018	Operational Director Housing Tel: 020 8937 2023 Hakeem.Osinaike@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>Stronger Communities Strategy Report seeking approval for Safer Communities Strategy.</p> <p>KEY</p> <p>Report:</p>	Cabinet	Director, Performance, Policy and Partnerships	Lead Member for Community Safety (Councillor Tom Miller)	10 Dec 2018	Head of Strategy and Partnerships Tel: 020 8937 1045 pascoe.sawyers@brent.gov.uk
January					
<p>Capital Budget Setting and Capital Pipeline Proposals 2019/20 – 2021/22 Report setting out the new capital proposals including the adoption of a permanent strategic capital pipeline.</p> <p>KEY</p> <p>Report: Open</p>	Cabinet	Chief Finance Officer	Deputy Leader (Councillor Margaret McLennan)	14 Jan 2019	Head of Finance – Capital Tel: 020 8937 3057 daniel.omisore@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>Met Patrol Plus Funding Review The decision for the extension of the Partnership Tasking Team for the final year under the S.92 Agreement.</p> <p>Reason for deferral from November to January Cabinet meeting: The report has been deferred to allow for further internal consultation.</p> <p>KEY Report: Open</p>	Cabinet	Strategic Director, Regeneration and Environment	Lead Member for Community Safety (Councillor Tom Miller)	14 Jan 2019	Head of Community Protection Tel: 020 8937 5067 Karina.Wane@brent.gov.uk
<p>Quarter 3 Budget Monitoring Report Projected financial position for Quarter 3</p> <p>KEY Report: Open</p>	Cabinet	Chief Finance Officer	Deputy Leader (Councillor Margaret McLennan)	14 Jan 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>Regionalisation of adoption To agree the arrangements of Regionalisation of adoption services.</p> <p>Reason for deferral: Item deferred to allow officers to undertake further work on the business case</p> <p>KEY</p> <p>Report: Open</p>	Cabinet	Strategic Director, Children and Young People	Lead Member for Children's Safeguarding, Early Help and Social Care (Councillor Mili Patel)	14 Jan 2019	Operational Director Integration & Improved Outcomes Tel: 020 8937 4456 nigel.chapman@brent.gov.uk
<p>Wembley Transport Improvements - Wembley Industrial Estate Two-way working To award contract to successful supplier to deliver Phase 1 of Two-way working in Wembley Industrial Estate</p> <p>KEY</p> <p>Report: Part exempt</p>	Strategic Director, Regeneration and Environment	Strategic Director, Regeneration and Environment	Lead Member for Regeneration, Highways, Planning (Councillor Shama Tatler)	Not before 28 Jan 2019	Strategic Director Regeneration and Environment Tel: 0208 937 1516 Amar.Dave@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
February					
<p>Determination of Brent Council's Community School Admissions Arrangements for 2020/21. To approve Determination of Brent Council's Community School Admissions Arrangements for 2020/21.</p> <p>KEY Report: Open</p>	Cabinet	Strategic Director, Children and Young People	Lead Member for Schools, Employment & Skills (Councillor Amer Agha MB BS, MSc, PHCM)	11 Feb 2019	Head of Partnerships, Planning and Performance Tel: 020 8937 4529 Shirley.Parks@brent.gov.uk
<p>First Wave Housing Business Plan 2019/20 To present First Wave Housing Ltd Business Plan for 2019/20 to Cabinet for Shareholder approval.</p> <p>KEY Report: Part exempt</p>	Cabinet	Director, Performance, Policy and Partnerships	Deputy Leader (Councillor Margaret McLennan)	11 Feb 2019	Head of Transformation Tel: 020 8937 1507 sadie.east@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>Governance arrangements for Brent's network of Community Hubs This report sets out proposals for the governance and management arrangements of Brent's network of community hubs.</p> <p>KEY</p> <p>Report: Open</p>	Cabinet	Director, Performance, Policy and Partnerships	Leader (Councillor Muhammed Butt)	11 Feb 2019	Head of Transformation Tel: 020 8937 1507 sadie.east@brent.gov.uk
<p>i4B Business Plan 2019/20 To present i4B Holdings Ltd Business Plan for 2019/20 to Cabinet for Shareholder approval</p> <p>KEY</p> <p>Report: Part exempt</p>	Cabinet	Director, Performance, Policy and Partnerships	Deputy Leader (Councillor Margaret McLennan)	11 Feb 2019	Head of Transformation Tel: 020 8937 1507 sadie.east@brent.gov.uk
March					
<p>Wembley Transport Improvements - North End Road Connection To award contract to successful supplier to deliver the North End Road Connection</p> <p>KEY</p> <p>Report: Part exempt</p>	Strategic Director, Regeneration and Environment	Strategic Director, Regeneration and Environment	Lead Member for Regeneration, Highways, Planning (Councillor Shama Tatler)	Before 1 Mar 2019	Strategic Director Regeneration and Environment Tel: 0208 937 1516 Amar.Dave@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Any representations must be made to the following officer at least 1 week before the decision is to be made
April					
<p>Performance Report, Q3 This is the performance report for the third quarter of 2018/2019.</p> <p>KEY</p> <p>Report: Open</p>	Cabinet	Director, Performance, Policy and Partnerships	Leader (Councillor Muhammed Butt)	15 Apr 2019	Head of Performance & Improvement Tel: 020 8937 1822 irene.bremang@brent.gov.uk