

	Cabinet 8 December 2025
	Report from the Corporate Director of Residents and Housing Services
	Lead Member- Cabinet Member for Housing (Councillor Fleur Donnelly-Jackson)
Housing Management Property Services Performance Report Q1 & Q2 2025 (including Regulator of Social Housing Safety & Quality Standard) and update on referral to the Regulator of Social Housing.	
Wards Affected:	All
Key or Non-Key Decision:	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
List of Appendices:	None
Background Papers:	None
Contact Officer(s): <small>(Name, Title, Contact Details)</small>	Spencer Randolph, Director of Housing Services 020 8937 2546 Spencer.Randolph@brent.gov.uk Gary Mitchell, Head of Housing Management Property 020 8937 2956 Gary.Mitchell@brent.gov.uk

1.0 Executive Summary

- 1.1 This report provides a performance update against core areas of housing management property services that fall under the Regulator of Social Housing's Safety & Quality Standard. The standard is in place to drive better conditions within our housing stock, ensuring our residents are in homes that are safe, well maintained and suited to their needs.
- 1.2 In addition, this report updates Cabinet on the progress the Council is making following our self-referral to the Regulator of Social Housing.

2.0 Recommendation(s)

- 2.1 That Cabinet note the performance update against core areas of housing management property services.
- 2.2 That Cabinet note that this report only relates to the Council's own housing stock and does not include performance for I4B or First Wave Housing properties. Performance on these portfolios is reported to the respective board.

3.0 Detail and Background

3.1 Cabinet Member Foreword:

- 3.1.1 This report provides Cabinet with a detailed performance update on Brent Council's housing management and property services in relation to the Regulator of Social Housing's Safety and Quality Standard. The introduction of refreshed consumer standards under the Social Housing (Regulation) Act 2023 has set a higher bar for all social landlords, and Brent is no exception.
- 3.1.2 The report sets out our compliance position across core areas including building safety, repairs and maintenance, stock condition, data assurance and governance arrangements. It also provides an update on our improvement journey following the Council's self-referral to the Regulator and the resulting regulatory judgement. We have engaged independent specialists, undertaken a forensic audit of our compliance arrangements, and launched a robust improvement programme. Our focus has been on strengthening data integrity, governance, and operational processes, with particular attention to building safety, repairs, and resident engagement. We have accelerated our stock condition survey programme, enhanced our oversight through new governance structures, and prioritised rapid improvements on the ground to provide reassurance to our residents.
- 3.1.3 The report is necessarily direct in its assessment, and I welcome that. The findings from the Regulator and our own independent audit make clear that there have been serious failings in how assurance, compliance and performance have been managed within the service. This is deeply concerning and is not where our residents should ever expect us to be. We also recognise that behind systems, dashboards and audits sit real people whose experiences have too often fallen short of what they should expect from their landlord. It is simply not acceptable that we continue to hear accounts of tenants struggling to get responses, waiting too long for action or feeling uncertain about the safety of their own homes. No resident should ever have to chase the Council to be made safe. These experiences must be the driving force behind improvement, not an afterthought to it.
- 3.1.4 I am therefore particularly pleased to see the report place such strong emphasis on resetting how we engage with residents and how tenants are positioned at the centre of this improvement programme. The turbocharging of engagement, communication and resident involvement set out here is not peripheral to compliance it is fundamental to it. A service that is not listening, not visible and not accountable to its tenants will never deliver safety or quality to the standard residents deserve. The establishment of the Housing and Tenant Satisfaction

Improvement Board, chaired by the Chief Executive, together with the introduction of the resident led Housing Management Advisory Board, marks a significant shift in culture towards transparency, challenge and coproduction.

- 3.1.5 This recovery work is taking place against a national backdrop of unprecedented pressure on the housing system. Social landlords across the country and particularly in London are grappling with a wave of new regulatory requirements, severe skills shortages, ageing housing stock and the rising costs of compliance, repairs and major works. London Councils has been clear that housing services in the capital face an unprecedented financial and operational challenge, with safety remediation and disrepair costs now running into billions. The scale of these challenges is genuinely existential for the sector. But national pressures do not diminish local responsibility.
- 3.1.6 We are determined to rebuild trust with residents by being easier to contact, quicker to respond and clearer in how we communicate. We are committed to making it simpler for tenants to raise concerns, know what to expect and see action taken. This report demonstrates that we are not treating engagement as an optional extra but as a core part of performance, safety and accountability. Every resident in Brent deserves a safe home, a responsive landlord and a Council that listens. That is the standard we will restore.
- 3.1.7 The work detailed in this report and that of the housing management service more generally supports the Council's wider borough plan to Move Brent Forward Together. In particular, the work presented with this report supports the borough plan priority to provide prosperity and stability in Brent through helping to deliver the desired outcome for safe, secure and decent housing across the borough.

3.2 Background

- 3.2.1 As part of the implementation of the Social Housing (Regulation) Act in July 2023, the Regulator of Social Housing (The Regulator) introduced a set of refreshed consumer standards that all social landlords are required to meet. These standards cover all aspects of service delivery, including:
- The safety, quality and general condition of the homes we manage;
 - Our approach to neighbourhood management, including anti-social behaviour and supporting communities;
 - Our approach to understanding the needs of our tenants, including how we share information with them as well listen to their feedback and complaints and act upon it; and
 - How we allocate homes fairly, ensure tenancy sustainment and support tenants' rights to access opportunities to move home if they want to.
- 3.2.2 The London Borough of Brent failed to meet the outcomes in the consumer standards and was given a C3 grading from the Regulator of Social Housing.
- 3.2.3 The London Borough of Brent made a self-referral in April concerning the quality and accuracy of its fire safety data. Following a spot check, the council found that although actions from fire risk assessments had been closed,

evidence of completion was not available in all instances and that some actions had not been completed.

3.2.4 This report covers the performance of services provided by Housing Management Property Services and outlines the compliance position against the Safety and Quality Standard.

- Our management and use of stock condition information, including performance re. the Government's Decent Homes Guidance;
- Our delivery of repairs and maintenance, including damp and mould, disrepair, void management and our major works programmes;
- Building safety and compliance workstreams, including fire, water (legionella), asbestos, gas, electrical and lifts; and
- An update on progress following our self-referral to the Regulator of Social Housing.

4.0 Update Following our self-referral to Regulator of Social Housing (6 Months on)

- 4.1 In April 2025 it was identified within the Housing Service that True Compliance, which is the compliance software utilised by the council, had been updated incorrectly.
- 4.2 Further investigations established that up to 12,500 fire actions had been wrongly updated to indicate that works had been completed but were missing the required supporting evidence. In addition, the council was unable to reconcile performance data on asbestos management, water safety and detectors for smoke and carbon monoxide.
- 4.3 Upon realising the potential seriousness of the situation, advice was taken on appropriate corrective steps, from a building safety specialist that deals with the management and recovery of regulatory breaches.
- 4.4 In line with the requirements of the Social Housing (Regulations) Act 2023 around transparency, the advice was to self-refer to the Regulator of Social Housing.
- 4.5 Contact was made with the regulator, which subsequently led to a request for further performance information on building safety and stock decency.
- 4.6 The council was unable to provide a comprehensive response, due to the low level of confidence in the performance data held within True Compliance.
- 4.7 As part of the response, the council was asked to provide information on its stock condition data.
- 4.8 The council reported that it had stock data on 95% of its homes, however it does not hold recorded survey information on over 50%.

4.9 As a result of the aforementioned issues, on the 28th May 2025 the Regulator of Social Housing [published its regulatory judgement](#), that being a grading of **C3**. This grading was assessed against the Safety and Quality Standard element of the standard. A full list of the standards can be found in paragraph 9.4.

4.10 The Consumer Standards is the regulatory framework operated by the Regulator of Social Housing. Set out below is an explanation of the grading:

Grading	
C1	Fully compliant: landlords demonstrate good compliance and an appetite and ability to address failings effectively.
C2	Still compliant, but there may be some weaknesses or areas for improvement.
C3	Serious failings have been identified, and significant improvements are needed.
C4	Very serious failings, and fundamental changes are needed to address them

4.11 In response to the situation, the council appointed independent health and safety advisors that specialise in building safety and assisting landlords in meeting the requirements and outcomes set out in the Social Housing (Regulations) Act 2023, in particular The Quality and Safety Standard.

4.12 The independent specialists began their work mid-May and have completed an initial assessment of the council's compliance arrangements against the 'Big 8' areas of compliance. These being:

1. Fire Safety
2. Gas Safety
3. Electrical Safety
4. Water Safety
5. Asbestos Management
6. Mechanical and Engineering (Lifts)
7. Damp and Mould
8. Smoke and Carbon Monoxide (CO) detectors

4.13 The Health and Safety Specialists have been contracted to support ongoing improvement work, providing additional objective and independent oversight, as well as building safety expertise.

4.14 Caldiston Ltd have carried out an independent forensic audit across all key compliance workstreams (including fire, gas, electrical, water, asbestos and decent homes requirements) which was completed in August 2025. The audit involved desktop reviews, staff interviews and validation of data from multiple systems in use by the service, including True Compliance, NEC, and LifeSpan.

4.15 The audit aligned with officers' concerns, validating the referral to the regulator confirming that there were significant systemic issues, particularly in data

management, governance, and policy implementation. The overall outcome of the audit was that the housing management service has inadequate assurance in relation to managing building safety and compliance.

- 4.16 Key recommendations from the audit include developing a comprehensive compliance framework, resolving data integrity issues, closing overdue fire risk assessment actions, establishing central registers for smoke and CO detectors, and providing staff training on compliance processes. It is also recommended to implement dashboards for real-time KPI monitoring and align the Strategic Risk Register with actual risks.
- 4.17 The findings from the audit have highlighted and clarified several areas that the service had already identified as needing focus as well as some additional key learning. These findings have fed into the development of a robust action plan for improvement. This action plan also includes root cause analysis (as recommended by The Regulator), to ensure permanent solutions are in place to prevent similar issues arising in the future and will form a key part of the agenda and monitoring for the relevant project board under the newly established Housing and Tenant Improvement Programme.

Ongoing improvement work

- 4.18 Whilst the reflective audit work is vital for lesson learning and effectively mapping robust and long-term improvements to our management of building safety, it has been important to us as a service to ensure we are driving forward rapid improvements on the ground to strengthen oversight quickly and provide re-assurance for our residents
- 4.19 The Compliance Team have been onboarding additional contractors to expedite the completion of works as a consequence of Fire Risk Assessments, and as of 1 September it confirmed that all outstanding high-risk fire actions in high-rise blocks had been satisfactorily addressed; either closed with evidence, completed and closed with evidence or work booked.
- 4.20 The rebuild of True Compliance and the NEC asset register is well underway and due to be complete by April 2026. Additional governance has also been implemented around the management of data, in particular restricting property creation access which provides a more controlled approach to new properties being added to the system and feeding into compliance workstreams accurately.
- 4.21 The compliance team has been progressing with recruitment. A Compliance and Contract Manager, a dedicated electrical manager, a Quality and Delivery Manager and an interim Contract Officer all started in September with two permanent Contract Officers starting in October, all with a focus on compliance and safety.
- 4.22 Furthermore, the Housing & Tenant Satisfaction Improvement Board met for its initial meeting in September and the Building Safety Compliance Project Board held its first meeting on 12th November 25.

- 4.23 The Building Safety Compliance Project Board reports up to the Housing & Tenant Satisfaction Improvement Board, which is chaired by the Chief Executive, will oversee and drive initiatives aimed at improving the quality of housing services and increasing tenant satisfaction.
- 4.24 The Board will provide governance and oversight by monitoring the progress of improvement initiatives and ensuring compliance with housing standards.
- 4.25 Significant progress has been made in addressing the data issues highlighted in the audit report. Our priority has been to validate the ownership and the council's compliance responsibilities of all properties on our Housing Database, NEC. This work is essential to build confidence in our data and provide a reliable foundation for reporting.
- 4.26 We are currently in the process of systematically reviewing each compliance stream, starting with Gas. This will confirm the properties that fall in or out of scope, and importantly, for what reason. Whilst the audit highlighted that confidence in the reporting number is low, we are using these figures as a baseline so that improvements can be clearly appreciated as our validation work progresses. This will result in the reported asset numbers changing as properties are validated and confirmed in work streams, and percentages fluctuating because of this.
- 4.27 This data correction work is not limited only to the properties we report on to the Regulator (i.e. council owned homes) but has been expanded to all residents in our properties e.g. leaseholders, i4B and FWH tenants etc. This ensures a consistent, council-wide approach that strengthens both safety and assurance moving forward.
- 4.28 We have accelerated the Stock Condition Survey program to surveying 35% of our stock this financial year splitting the remaining surveys between the next 2 years with a goal to reach 100% March 2028.
- 4.29 Senior Housing Management managers meet monthly with the Regulator of Social Housing, and have developed a good working relationship with them with the Regulator being happy with the pace in which Housing Management are working to recover their position.

5.0 Wider 'Safety & Quality Standard' improvements

- 5.1 The Housing & Tenant Satisfaction Improvement Board met for its initial meeting in September. This Board, chaired by the Chief Executive, will oversee and drive initiatives aimed at improving the quality of housing services and increasing tenant satisfaction. The Board will provide governance and oversight by monitoring the progress of improvement initiatives and ensuring compliance with housing standards.
- 5.2 In addition, the new Housing Management Advisory Board (HMAB) ensures there is sufficient resident and independent scrutiny and challenge on our

compliance and improvement activities. The areas of performance outlined in this report will feature regularly in the HMAB forward plan to ensure resident-led strategic scrutiny.

- 5.3 In September 2025, Housing Services appointed a Head of Housing Quality Assurance, Engagement and Insight. This is a new role which will bring together compliance and service improvement activities through the development of quality and control mechanisms, giving oversight and expertise to all housing services as they strengthen their 'golden thread' approaches.
- 5.4 The Housing Management Property Services are also undergoing wider operational changes, with the commencement of new repairs contracts.

6.0 Engagement with residents and key stakeholders

- 6.1 A multi-channel engagement strategy has been developed in partnership with the councils Communications Team which prioritises transparency, trust and keeping all key parties informed of progress and upcoming changes.
- 6.2 Engagement and communication activities:
- Special print edition of The Noticeboard (council tenant and leaseholder newsletter), providing an update on building safety, re-iterating how to contact the service about building safety concerns and an overview of the new repairs contract set up.
 - E-newsletter version of The Noticeboard included a video message from Councillor Donnelly-Jackson outlining the Regulator judgement, what it means, what action has been taken so far and our commitment to rapid and lasting improvements.
 - Update to the existing web page and FAQs.
 - Members bulletin update and self-referral update report to Community and Wellbeing Scrutiny Committee.
 - Tenant and Leaseholder Open Day where residents were able to report and get updates on repairs, and discuss and raise H&S compliance concerns
 - Events - Summer Roadshows, Building Safety Meetings, Resident Association Chair Seminar
- 6.3 Surveys are conducted with residents at all events to capture feedback in order to better understand what engagement activities they would like to see going forward. This year, the feedback from our onsite events has been positive, with residents wanting more outreach events and services brought to them more frequently. Requests include localised events in community rooms and on estates, gardening and volunteer days, localised news from housing on a regular basis, community Whatsapp groups and housing service pop ups.

7.0 Safety and Quality Performance Update Q1 and Q2 2025

The following focuses on the Performance of Housing Management against the key required outcomes and expectations of the RSH Safety & Quality Consumer Standard.

7.1 Stock quality

7.1.1 Regulatory requirements are:

To have an accurate, up to date and evidenced understanding at an individual property level of the condition of the homes we manage (physical inspection)
To use this information to reliably inform provision of service delivery (H&S requirements, Decent Homes, repairs and maintenance, planned improvements, adaptations)

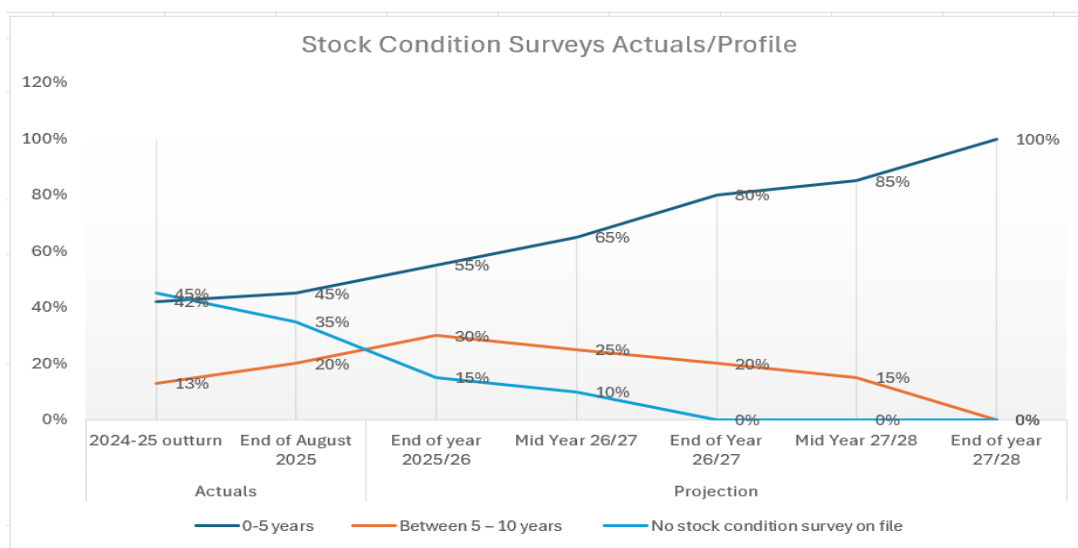
7.1.2 Based on regulatory judgements published by the RSH, we can establish that they consider “up to date” to mean that a stock condition survey is no more than 5 years old.

7.1.3 Our stock condition data is stored in a system called Lifespan which is reporting the following;

- We currently have 8976 dwellings.
- Of the 8976 dwellings, there is surveyed information on 5851 although 65.2% is classified as “up to date” and the remaining between 5 and 10 years.

7.1.4 The plans to achieve 100% of our stock surveyed is set out below:

- This financial year we will carry out surveys on 35% of our stock.
- Arkus Limited have been appointed to assist with the management of stock data and the creation of a capital works programme.
- The chart below sets out the profile for the stock condition survey programme to achieve 100% surveyed:



7.2 Decency

7.2.1 Regulatory requirements are:

To ensure homes meet the Decent Homes Standard
To continue to maintain their homes to at least this standard unless exempted by RSH

7.2.2 The Decent Homes Standard requires adequate thermal comfort, modern facilities, a reasonable state of repair and no serious health and safety risks (hazards) as defined by the Housing Health and Safety Rating System (HHSRS) in our properties. This is assessed through the Stock Condition Survey program.

7.2.3 Until the Stock Condition Survey program is at 100% compliance, we will not have an accurate understanding of the non-Decency within our entire stock, currently predicted to be March 2028.

7.2.4 As of the beginning of October 2025, 5437 of the 5851 homes which have been surveyed are Decent, equating to 92.9%. This is however, only reflective of the 65.2% of stock we have surveyed, thus is limited.

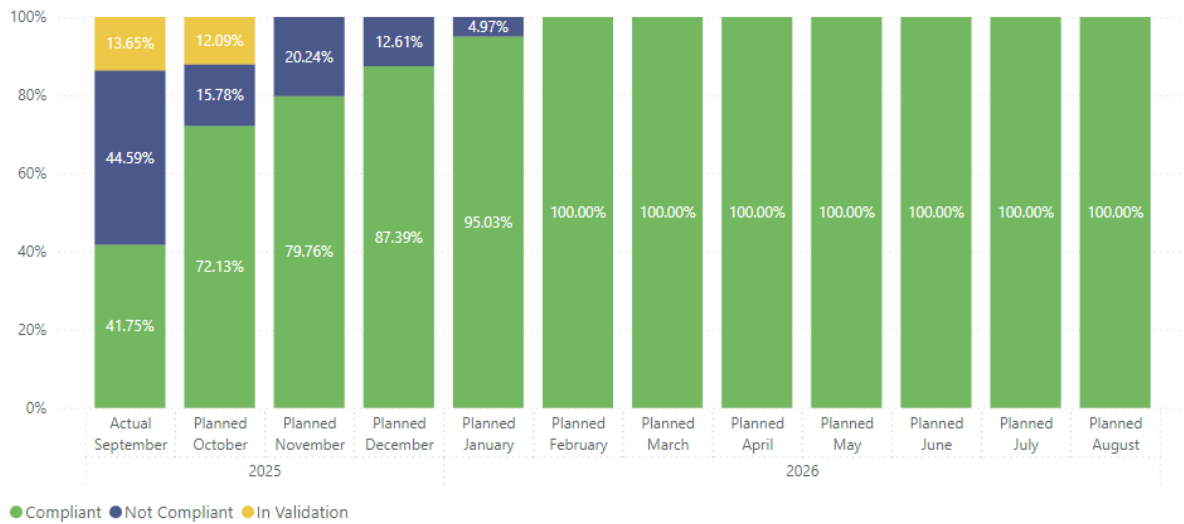
7.3 Health and safety

7.3.1 Regulatory requirements are:

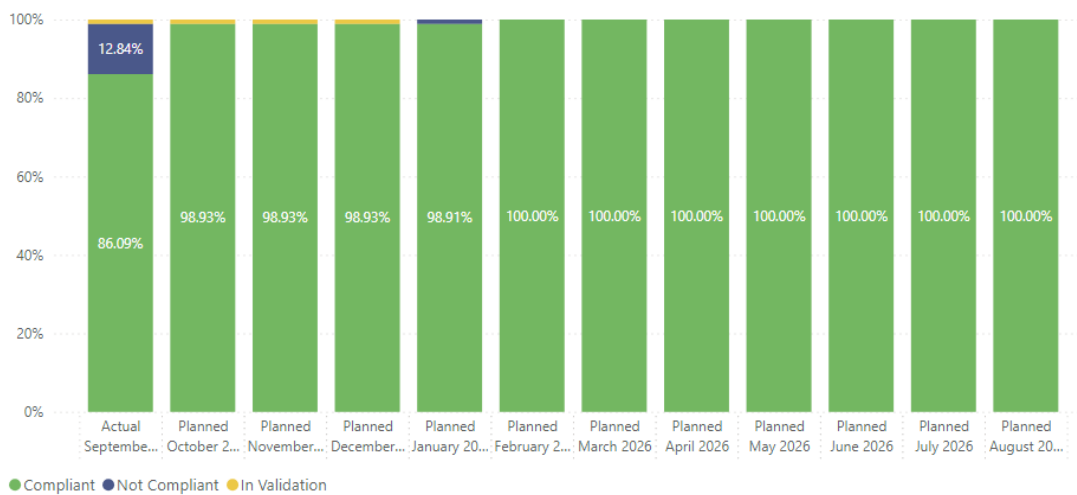
To identify and meet all legal requirements that relate to the health and safety of tenants in their homes and communal areas
To ensure that all required actions arising from legally required H&S assessments are carried out within appropriate timescales
To ensure that the safety of tenants is considered in the design and delivery of landlord services and take reasonable steps to mitigate any identified risks to tenants

- 7.3.2 As stated above, in April 2025 the Council self-referred to the regulator, and as a consequence of an external audit it was confirmed that data held within Housing Management systems was of a poor quality and could not be verified to give any level of assurance. The service has been working hard to recover this position but there is still much to do to be able to give this assurance and until such time that the three key sources of property and compliance data, NEC Assets Module, True Compliance and Lifespan, have been reviewed, corrected, upgraded and then triangulated, we are unable to provide a high level of assurance in KPI data.
- 7.3.3 The necessary pieces of work to the modules and systems are ongoing, with True Compliance being the primary focus at this point. The work to True Compliance is anticipated to be complete by April/May 2026. It should not be underestimated the volume of work required to undo and reconfigure years of misinformation and poor data management.
- 7.3.4 PowerBI graphs have been created to illustrate the assurance and compliance position across each area. The yellow segments (“In Validation”) represent the percentage of properties, blocks, or assets that are not on a programme and do not have an exclusion category. Each property, block, or asset is reviewed to confirm whether it should be included in a programme. For example, a property may not appear on the Gas Domestic programme because it does not have a gas supply. In such cases, the property is categorised accordingly, e.g. Out of Scope - *Communal Heating*. Weekly reports are run to ensure that all properties have the correct information recorded and that there are no inconsistencies (for instance, a property marked as “In Scope” but missing from the gas programme). This process maintains the accuracy and assurance of the programmes and compliance reporting.
- 7.3.5 Each month is recorded as either *Actual* (data accurate as of the end of that month) or *Planned* (forecasted position). In some cases, such as the Communal Asbestos Reinspection programme, the forecast assumes that some properties will require further checks. As a result, the *In Validation* category may change to *Not Compliant* as we work with our contractors to bring these properties into a compliant position.

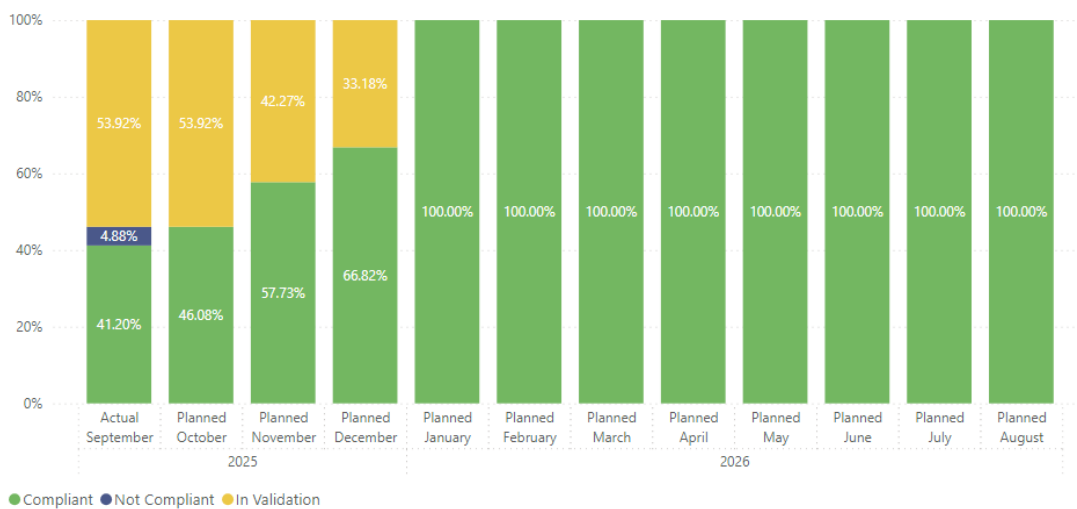
Fire Risk Assessments (FRA)



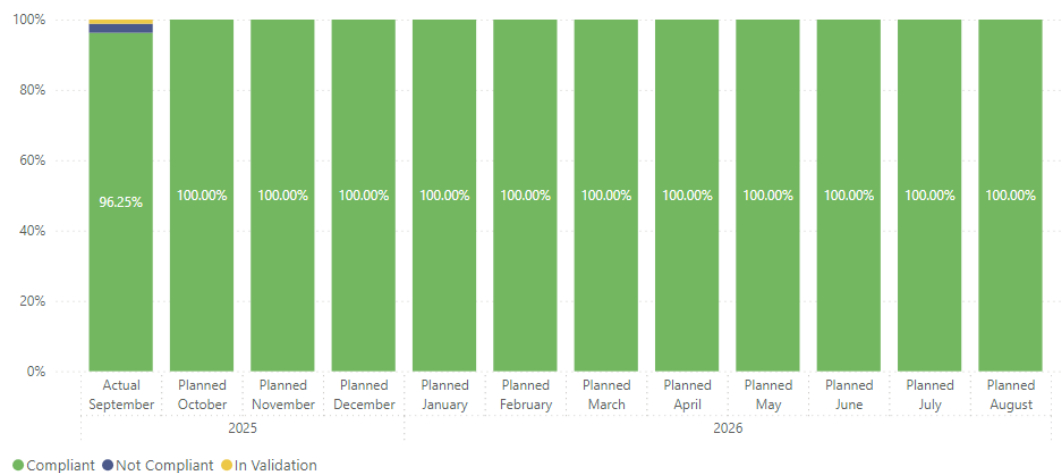
Electrical Domestic



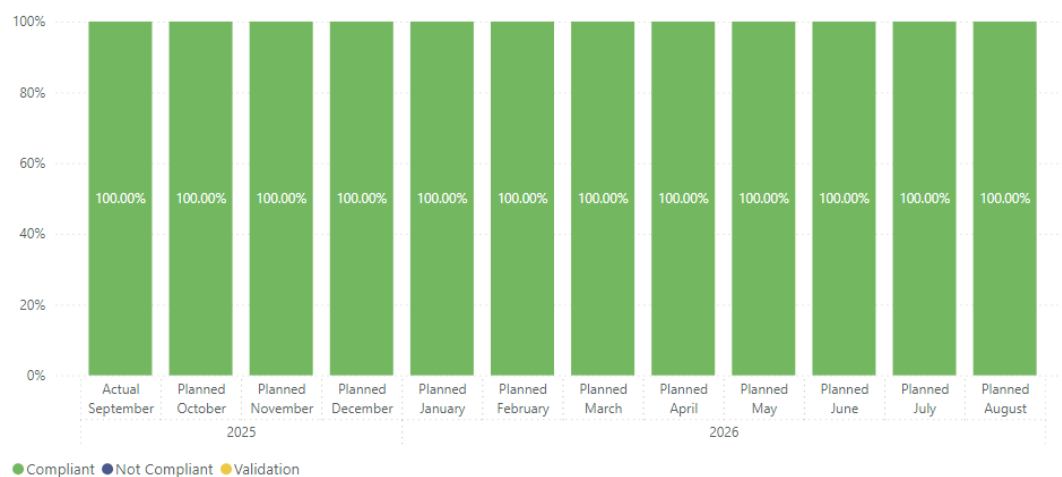
Electrical Communal



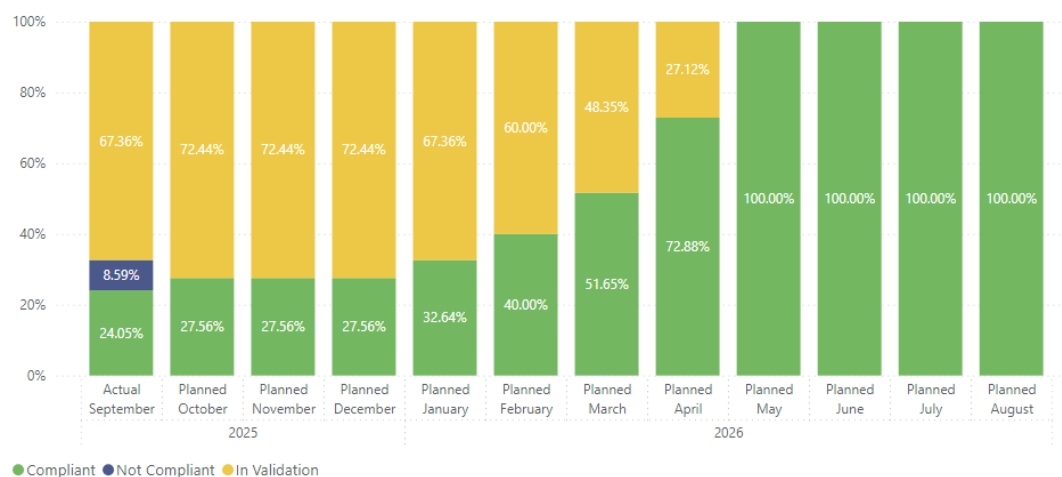
Gas Domestic



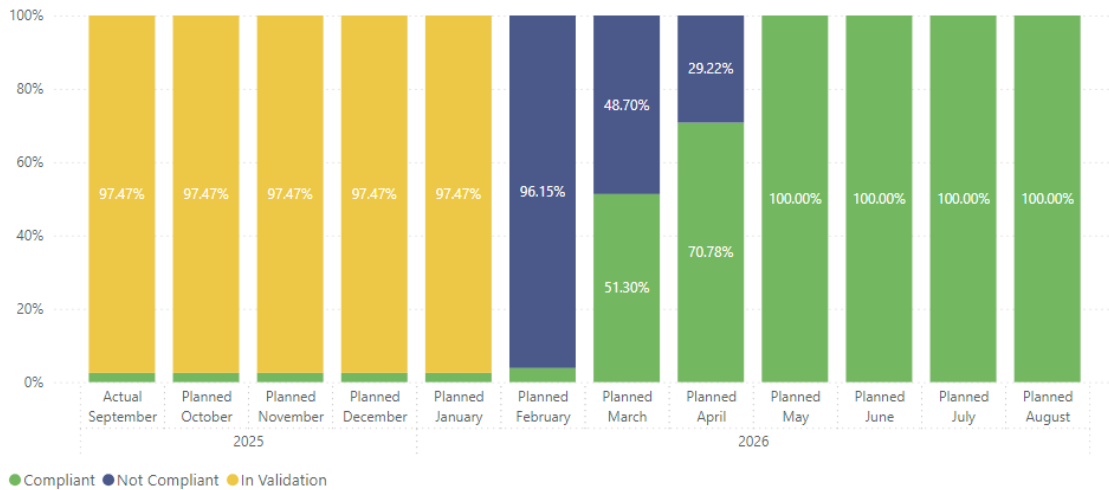
Gas Communal



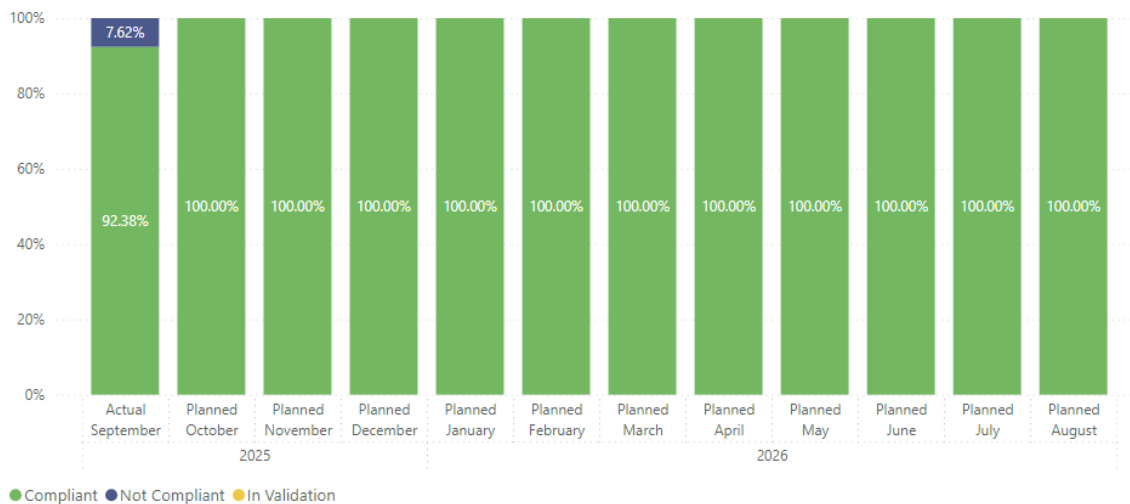
Water Safety



Asbestos Management



M&E Lifts



7.4 Repairs and maintenance

7.4.1 Regulatory requirements are:

Repairs volumes and timescales		2024/25						2025/26				
		Target	Q1	Q2	Q3	Q4	2024/25 outturn	Q1	Q2	Q3	Q4	2025/26 YTD
Emergency	Repairs raised	100%	1979	2067	2893	2695	9634	2102	2245			4347
	In timescale		1894	2065	2888	2685	9532	2092	2236			4328
	In timescale %		95.7%	99.9%	99.8%	99.6%	98.9%	99.5%	99.6%			99.6%
Non-emergency	Repairs raised	tbc	5712	5273	6354	8107	25446	5084	5238			10322
	In timescale		4175	4268	5667	6200	20310	4663	4781			9444
	In timescale %		73.1%	80.9%	89.2%	76.5%	79.8%	91.7%	91.3%			91.5%
Total jobs	Repairs raised	tbc	7691	7340	9247	10802	35080	7186	7483			14669
	In timescale		6069	6333	8555	8885	29842	6755	7017			13772
	In timescale %		78.9%	86.3%	92.5%	82.3%	85.1%	94.0%	93.8%			93.9%

To provide an effective, efficient and timely repairs and maintenance service for homes and communal areas (easy reporting, set timescales in policy, steps to deliver to timescale)
To keep tenants informed about repairs and maintenance with clear and timely communication
To ensure that the delivery of repairs and maintenance is informed by needs of tenants and provides value for money

7.4.2 The repairs performance for the first two quarters has significantly improved compared to 2024/25. This has been driven by the improvement of non-emergency repairs completed within timescale. The implementation of the new NEC system will enable us to analyse more detailed trends in our repairs service delivery to identify the key drivers for this performance.

7.4.3 This improvement likely reflects better integration of call handling and scheduling. Sustaining this completion rates at this level is possible through continued efforts to train staff and monitoring.

7.4.4 Weekly operational meetings continue to take place to monitor and track outstanding repairs. There are chaired by the Area Repairs and Voids Manager and attended by contractor representatives with a focus on progress against KPIs, identifying blockages and ensuring follow-on works are raised promptly.

7.5 **Damp, mould and disrepair**

7.5.1 Regulatory requirements are:

To investigate emergency hazards and undertake safety work to confirmed hazards within set timescales

7.5.2 Damp and mould repairs and ongoing works are being closely monitored. New guidance and training continues to be delivered across all housing teams to improve awareness of our duties and clarify escalation routes.

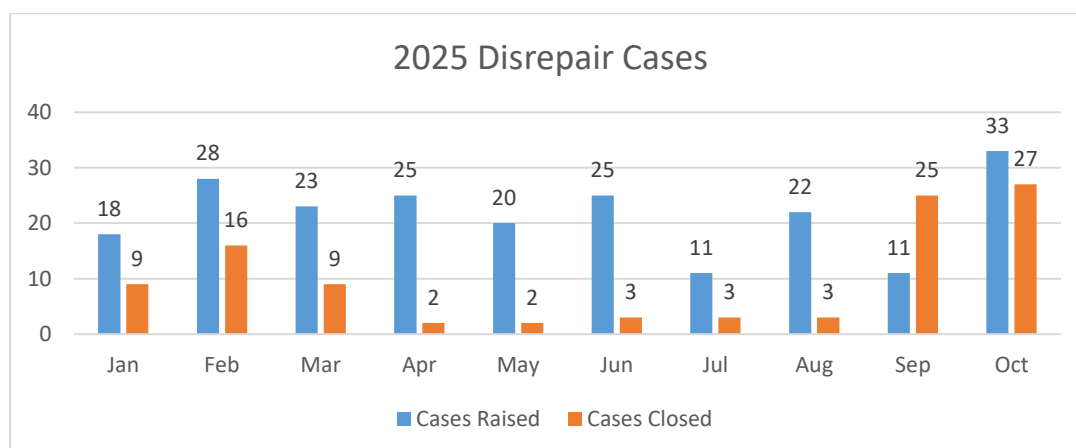
7.5.3 Damp and mould reporting remains challenging, as it relies on manual data validation to ensure all damp and mould works, especially those that are part of wider complex works, are reported. The NEC project, which aims to create one central system for housing delivery, will be critical to support better reporting in this area. Damp and mould performance reporting improvements are ongoing whilst we plan for the system improvements and will be reported once we have more confidence about the robustness of data and can present assurance against all duties in this area.

7.5.4 HHSRS monitoring is carried out daily, repairs are tracked by coordinators and contractors and reported on in weekly operational meetings. Embedding HHSRS assessments effectively into our service will require ongoing training and monitoring to ensure consistent application by surveyors.

7.5.5 To drive improvements to the management of damp and mould cases, the following changes have recently been made to operational processes:

- Damp and mould assessment forms were embedded into operational practice with staff trained on their use;
- Proactive monitoring has begun using sensor data where available;
- Engagement with residents includes targeted advice on prevention and reporting;
- A trial of TJR ventilation solutions was completed and all works to properties in the trial are now complete. We will be arranging follow up visits in the coming months to determine the impact the upgrades have had on reducing condensation within homes and assisting residents with moisture management.

7.5.6 We have experienced an increasing number of disrepair claims since 2021 causing a high volume of casework in this area and a growing backlog. In 2021, we had c100 disrepair cases open, and as of 27th October 2025, we have 457 cases open. A recent refocus due to targeted resource has seen positive improvements in the number of cases being closed, with significant increases across Q1 and Q2 of 2025-26.



7.5.7 The improvements in case closures since September is reflective of the work and focus of a new interim Disrepair Manager. The aim is that this performance continues and maintains at a higher level than cases received. The team have set an ambitious target to close 10 cases each week, equating to 480 cases over 12 months.

7.5.8 This is another area where work is being done to scrutinise our data. We now have a clearer understanding of the total number of disrepair cases and can track through to successful completion of works. More data and information will be reported in this area when we are confident in its validity.

7.6 Planned improvements

7.6.1 Regulatory requirements are:

To provide an effective, efficient and timely planned improvement service for homes and communal areas (set timescales in policy)

To keep tenants informed about planned improvements with clear and timely communication

To ensure that the delivery of planned improvements is informed by needs of tenants and provides value for money

7.6.2 The table below details the original budget for the Major Works Programme, and the revised Q2 budget and forecasts.

Project Name	Original Budget 25/26	Revised Budget Q2 25/26	Forecast Q2 25/26
Refurbishment of Granville Homes	£9,000,000	£0	£250,000
Energy Efficiency Works	£0	£0	£100,000
Capitalised Structural (HRA)	£800,000	£0	£0
HRA Major Works	£50,000	£50,000	£50,000
Communal Electrics	£100,000	£0	£0
Domestic Electrics (HRA)	£850,000	£600,000	£600,000
Kitchens & Bathrooms (HRA)	£400,000	£400,000	£400,000
External Fabric Works (HRA)	£1,800,000	£0	£0
Tower Blocks - Five Tower Blocks	£13,700,000	£5,000,000	£5,000,000
Tower Blocks - Kilburn Square	£4,000,000	£443,543	£3,713,185
IT & Software	£60,000	£75,000	£75,000
Fire Safety	£700,000	£2,050,000	£2,050,000
Stock Condition. Surveys	£90,000	£0	£0
HRA Capitalised Costs	£1,700,000	£0	£0
HRA M&E - Central Heating	£0	£0	£0
Garages (HRA)	£0	£0	£0
Windows	£0	£500,000	£500,000
Roof Replacement	£0	£500,000	£500,000
Voids	£0	£500,000	£500,000
Contingency	£0	£1,275,000	£1,275,000
Staff Capitalisation	£0	£500,000	£500,000
TOTALS	£33,440,000	£13,193,543	£16,813,185

7.6.3 The Major Repairs Programme Budget has been reallocated to prioritise essential fire safety works. The team have engaged with external consultants to review the programme and current budget allocations to ensure money goes to priority areas.

7.6.4 The revised budget includes two reprofiles to 2026/27 of £9m from Granville Homes Refurbishment, and £8.7m from Tower Blocks – Five Tower Blocks. These reprofiles will allow the Major Repairs team to focus on the essential

works required following the self-referral, as well as allowing more time to consider how to improve the financial viability of both projects for the HRA.

7.7 Adaptations

7.7.1 Regulatory requirements:

To assist tenants seeking housing adaptations to access appropriate services
To communicate to tenants how we will assist tenants seeking adaptation services for their home
To co-operate with tenants and other stakeholders to that a housing adaptations service is available to tenants where appropriate

7.7.2 Under the Safety and Quality Standard, we are required to clearly communicate to tenants how they can access services re. adaptations for their home where needed. In Brent, the Private Housing Service delivers a tenure-neutral pathway for adaptations, serving both private residents and social tenants across the borough, including Brent Council tenants.

7.7.3 Below is a table which outlines the completed adaptations for 2024-25 outturn and the costs for Q1 and Q2 2025-26.

	Adaptations to council homes				
	2024-25 outturn	Q1 2025-26	Q1 2025-26 cost	Q2 2025-26	Q2 2025-26 cost
HRA funded	68	13	£69,853.37	17	£96,549.28
DFG funded	18	15	£134,067.42	8	£48,380.42
Total	86	28	£203,920.79	25	£144,929.70

8.0 Financial considerations

8.1 Like other local authorities, Brent is facing significant financial pressures and are continuously needing to look for efficiencies to address budget challenges. Some of the main challenges that could affect the long-term viability of the HRA Business Plan along with rent levels are major works, repairs, cost of compliance and debt levels.

8.2 The HRA is also contending with elevated demand for repairs and maintenance services. A large volume of complex repairs, as well as increased instances of issues such as damp and mould, are placing substantial strain on budgeted resources. This heightened requirement for responsive maintenance is expected to continue throughout the current financial year, leading to cost pressures beyond original estimates. It is currently projected that repair and maintenance budgets could be overspent by £5m in 2025/26.

- 8.3 The remediation programme required as a result of the self-referral findings represents a significant risk to the HRA and results in additional financial pressures associated with addressing the identified compliance issues. Specialists are currently assessing the situation and developing a recovery plan, with anticipated costs yet to be detailed, however it is projected that these might be in a region of £3m. Additionally, the Council faces financial risks from potential reductions or cessation of grant funding for housing developments while operating under regulatory notice, until full compliance is demonstrated.
- 8.4 The levels of voids has an impact on collectable rents and service charges. The HRA Business Plan allows for a 1.7% income loss through voids against the 4% rate in 2024/25. A 1% loss of rent and service charges could result in a circa £0.7m loss of income to the HRA per annum.
- 8.5 The HRA is forecasting a £2.6m deficit for the 2025/26 financial year, before utilising reserves. While the authority's reserves of £4.5m currently stand at above the target level of 5% of total turnover, this figure remains relatively low compared to the Council's peers. This comparatively smaller reserve base presents a financial risk, limiting the Council's capacity to respond effectively to unforeseen financial pressures or emergencies. Strengthening reserve levels is important to enhance financial resilience and ensure greater flexibility in managing future budgetary challenges. The Asset Management Strategy and investment plans must be approached cautiously and allow for flexibility to scale back on schemes where required. Careful budget monitoring and financial planning are crucial.
- 8.6 The Major Repairs Capital programme has had prior year overspends, which contributed to an increase in borrowing costs for the HRA in 2024/25. The original budget for Major Repairs in 2025/26 (£33.4m) far exceeds the initial plan for year 4 of the 5-year Asset Management Strategy agreed at Cabinet in 2022 (£12.1m). Reprofiting of delayed tower blocks projects in 23/24 to the current year and the addition of Granville Homes Refurbishment have contributed to this increase. Given the current state of the HRA, it is not feasible to start these projects in 25/26, and they have again been reprofiled into future years. Finance officers have worked at reprofiling the 25/26 budget to an amount that the HRA can afford, and the Major Repairs team have engaged an external consultant to further review the budget in line with the new priorities following the self-referral.
- 8.7 Officers need to find new ways of working to reduce overspends in the Major Repairs Programme and utilise sources of finance other than borrowing wherever possible to allow vital work to take place.
- 8.8 A refreshed 5-year Asset Management Strategy is required that meets the current priorities and is aligned with the HRA Business Plan to ensure that the Major Repairs Programme is affordable.

9.0 Legal considerations

- 9.1 This report ensures compliance with the regulatory standards for housing, in particular ensuring we comply with the requirements of the Social Housing (Regulations) Act 2023 (the “Act”).
- 9.2 The Act received royal assent on 20 July 2023. It makes provision for the regulation of social housing landlords, particularly with regard to issues such as safety, transparency, standards and conduct of staff and tenant engagement. The Act also strengthens the powers of the Housing Ombudsman and enables requirements to be set for social landlords to address hazards such as damp and mould within a fixed time period.
- 9.3 As a result of the amendments made by this Act, safety and transparency will become explicit parts of the objectives of the Regulator of Social Housing (“the Regulator”) and the Regulator will have greater powers in relation to the competency and conduct of staff and the provision of information. The Regulator will also be given strengthened economic powers to ensure they can effectively intervene when required to enable them to assess landlords failing to meet standards more routinely and proactively, as well as taking action in a wider range of circumstances. Changes are also made to the economic regulatory regime to ensure that providers of social housing are well governed and financially viable.
- The Act has three core objectives as follows:
 - To facilitate a new, proactive consumer regulation regime
 - To refine the existing economic regulatory regime
 - To strengthen the Regulator’s powers to enforce the consumer and economic regimes.
- 9.4 On 29 February the Regulator set out the revised consumer standards that apply to all registered housing providers from 1 April 2024. The new standards are:
- The Safety and Quality Standard
 - The Transparency, Influence and Accountability Standard
 - The Neighbourhood and Community Standard
 - The Tenancy Standard
- 9.5 The introduction of the revised consumer standards also included information on the Regulator’s Tenant Satisfaction Measures (TSM) referred to above, that all social housing landlords must report on. The TSMs will help the Council to see how well it is doing in areas such as keeping properties in good repair, maintaining building safety, and effectively handling tenant complaints. The Regulator required all landlords who own more than 1,000 homes to submit their first TSM data return by 30th June 2024 to enable the Regulator to publish the first year of data by autumn 2024.
- 9.6 Awaab’s law, this was enshrined in the Social Housing (Regulation) Act 2023. On the 27th October 2025 the secondary legislation to enable the Act came into force. This stipulates that from October 2025, the duties around the investigation of and to address dangerous damp and mould within a set amount of time, as well as repair all emergency hazards within 24 hours. Landlords who fail to comply face legal and financial penalties.

10.0 Equity, Diversity, and Inclusion (EDI) considerations

- 10.1 The public sector equality duty set out in Section 149 of the Equality Act 2010 requires the Council, when exercising its functions, to have due regard to the need to eliminate discrimination, harassment and victimisation and other conduct prohibited under the Act, and to advance equality of opportunity and foster good relations between those who share a protected characteristic and those who do not share that protected characteristic. The protected characteristics are: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

11.0 Climate change and environmental considerations

- 11.1 Housing is a key stakeholder in delivering the Council's Climate Action Strategy. The actions Housing is responsible for are as follows:
- Retrofit work to three tower blocks;
 - We will deliver further retrofitting projects via the Council's Carbon offset fund;
 - We will develop and implement employer requirements for energy efficiency standards within all new Council housing;
 - We will explore and identify an opportunity for an exemplar net zero new build within the NCHP;
 - We will review developments within our NCHP pipeline to ensure that all aspects of sustainability are holistically addressed, with a special focus on the proposed development plans for St Raphael's Estate;
 - We will explore funding for a dedicated energy efficiency works programme within the Housing Asset Management Strategy; and
 - Support the implementation of Green Neighbourhoods by engaging Housing Associations and Private Landlords operating in the areas.

12.0 Human resources considerations

- 12.1 Any HR implications contained in this report are managed and implemented alongside HR policy or procedure, in conjunction with the HR service.

13.0 Communication considerations

- 13.1 The housing management service works closely with the corporate communications team to ensure effective engagement and communication is in place with all key stakeholders. A specific strategy for communication and engagement re. Building safety and compliance is currently in place and was provided as an appendix to the background paper flagged at the start of this report.

Report sign off:

Thomas Cattermole

Corporate Director, Residents and Housing
Services