	Community and Wellbeing Scrutiny Committee 4 March 2026
	Report from the Corporate Director of Residents and Housing Services
	Lead Cabinet Member for Housing - Cllr Fleur Donnelly-Jackson

Housing Management Service: Area Tenancy Manager Update

Wards Affected:	All
Key or Non-Key Decision:	Non-Key
Open or Part/Fully Exempt: (If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)	Open
List of Appendices:	Appendix 1 - Former Structure and Post Restructure charts Appendix 2 – Area Tenancy Manager Job Description Appendix 3 - Patch Map Appendix 4 – Area Tenancy Manager Welcome Letter Appendix 5 - Housing Skills Academy Appendix 6 - Policy Register
Background Papers:	N/A
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1.0 Executive Summary

1.1 This report sets out the current context of the Area Tenancy Management team responsible for providing tenancy services to general needs council tenants, following the creation of the team in June 2024.

2.0   Recommendation(s)

2.1   To note the contents of the report and provide feedback.

3.0   Detail

3.1   Contribution to Borough Plan Priorities & Strategic Context

3.1.2   Housing is one of the defining issues for Brent, and the quality of our housing management is central to how residents experience their council. At a time when local authorities across the country are facing increasing pressures - from rising homelessness to structural financial constraints—we remain absolutely committed to delivering safe, secure and decent homes for every resident who relies on us.

3.1.3   In the wake of the tragedy at Grenfell Tower and the death of Awaab Ishak, the regulatory landscape for social housing has fundamentally changed. The introduction of the Social Housing (Regulation) Act 2023, alongside strengthened building and fire safety requirements, rightly places tenants at the heart of everything we do. As a Council, we welcome that challenge. Safe, secure and decent homes are not optional, they are the foundation of a fair and thriving borough.

3.1.4   This report outlines the significant ongoing transformation within our Housing Management Service, including the introduction of the Area Tenancy Manager model. By bringing together lettings, income recovery and tenancy management into a single, accountable role, we are reducing fragmentation, strengthening relationships with residents, and improving oversight of our homes and estates. Early results show encouraging progress in tenancy audits, estate visibility, resolution of historic cases and stabilisation of income collection.

3.1.5   We are honest about the challenges that remain. The migration to Universal Credit, the financial pressures facing residents, increased stock through new build delivery, and historic data weaknesses have all impacted performance - - particularly around rent arrears and voids. However, this report demonstrates that the service is stabilising and building the infrastructure, governance and data capability required to move from a reactive to a proactive model of housing management.

3.1.6   This report demonstrates that the service has begun to stabilise after a period of significant change, and that we are now building the foundations for a more responsive, data-driven and prevention-focused model of tenancy management. But it is also clear about the challenges we face—particularly the impact of Universal Credit, the increase in new build homes brought into management, historic data weaknesses, and the wider financial pressures affecting residents. It requires not only compliance with regulation, but a culture rooted in respect, accountability and partnership with tenants.

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 Following the tragedies of Grenfell and baby Awaab Ishak's death the Social Housing Regulation Act, Building Safety Act, and more recently the Fire Safety Regulations 2025 (effective from April 2026) were created.

These new laws strengthened the powers of both the Housing Ombudsman and Regulator of Social Housing, and created the Building Safety Regulator, to ensure the good governance, safety and quality of social housing and respect of tenants.

The central drivers of the new legislation have been to:
- put residents back at the heart of services;
- drive up property standards and ensure building safety;
- promote meaningful resident engagement;
- include residents in service design;
- monitor and publish the performance of social landlords against a national set of criteria through tenant satisfaction surveys.

3.2.2 The Housing Management Service needed to respond to the new legislation and take action to acknowledge and dismantle the stigma that surrounds homeless people and social tenants; creating a behavioural change in the way it interacts with tenants and views its role in supporting them and managing their tenancies and estates.

3.2.3 Previously, there had been significant issues with data management caused by hand offs between the lettings, income collection, rent accounting, and tenancy management teams, as well as poor communication. This led to rental loss from voids and arrears, overspends and waste associated with deceased tenants with ongoing tenancies, uncollected service charges and other overspends due to contract management issues and operational administrative errors. All of this exposed the service to significant financial and reputational risks.

3.2.4 In response to the above, and through attending residents' meetings, analysing complaints and researching into best practice, a decision was taken in consultation with members and pre-engaged residents to undertake a reorganisation of the Housing Management Service in the summer of 2024.

Services and resources were re-aligned, with Income Recovery officer, Letting officer and Tenancy Management officer roles converging into a single role of Area Tenancy Manager. This new role would be responsible for all aspects of tenancy management from the let of the property to the tenant, to handing back of keys and re-letting it.

3.2.5 25 new posts of Area Tenancy Manager were created replacing existing posts as part of the new structure (Appendix 1). Following the increase in stock from new developments a further two permanent posts have been added to manage these properties.

3.3 Current Context and Remit

3.3.1 There are now 27 patches of Council owned General Needs accommodation across Brent, managed by 27 officers, and 5 managers. Please see Appendix 3 for a map of the original patches.

3.3.2 These Area Tenancy Managers have responsibility for (see Appendix 2 for full job description):

- Enforcing the terms and conditions of tenant's tenancy agreements, including the rules the service has for tenant's living in their homes.
- Leading the management of Estate Walkabouts with Councillors and colleagues across council services and escalating unresolved issues
- Managing low level anti-social behaviour and nuisance across our estates and working with colleagues in the Community Protection Team and Legal Services to tackle medium and high level anti-social behaviour cases
- Supporting vulnerable tenants and making referrals to other services if they have care needs of or safeguarding concerns. This is especially important for those at risk of hoarding, cuckooing domestic abuse or instances where a residents' health may be impacting those around them
- Terminating tenancies when the Council regains possession of its properties
- Supporting tenants to pay their rent and sustain their tenancies by proactive rent collection, helping tenants to maximise their income and escalating enforcement action when it is required.
- Processing applications for succession when a tenant dies
- Supporting tenants in financial difficulty to access support that is timely and robust
- Letting properties on their patch in a timely manner to reduce rent lost from voids
- Visiting tenants to verify their circumstances and making referrals to support tenants and address issues when identified
- Working with colleagues in our repairs team to help residents understand how to best report repairs, and advocating on their behalf to ensure they are completed when they should be
- Supporting tenants who wish to downsize or mutually exchange their home
- Making referrals to the Council's counter fraud and investigations team when tenancy fraud concerns are found

3.3.3 While it is expected that the ATMs escalate issues related to repairs when they come across them, repairs and maintenance fall outside of the ATMs remit and control. ATMs are not responsible for the coordination of raising and scheduling

repairs, this is managed by Property Services, who arrange works, coordinate with other services such as pest control, and manage appointments directly with tenants, as well as responding to repair or maintenance-based complaints or Members Enquiries.

3.3.4 When Anti-Social Behaviour reaches a medium or high-level cases are referred to and managed by the Community Safety Team that sits outside of housing. It is accepted that Area Tenancy Managers do not have the expertise or tools and powers available to manage these cases independently and instead housing works with the corporate Community Safety Team to ensure that cases that meet this threshold are managed by the specialist team. There is an ongoing review of best practice for the management of ASB. Two visits are planned to other boroughs to establish how different models work where tenant satisfaction is high, there has been a detailed review led by the Quality Assurance Team, as well as an audit carried out. A new policy is being created which will strengthen the approach with a view to improving tenant satisfaction and ensuring that data sharing and liaison between services is seamless with resident communication a priority.

3.3.5 Estate Services- refuse collection, parking, tree maintenance, fly tipping, grounds maintenance, caretaking- is also not in the ATM remit and is managed by the Public Realm through external contracts and internal teams. However, with all these responsibilities the ATM will work with the designated service and support an effective outcome.

3.3.6 The restructure of the service took place 18 months ago and has seen signs of progress in helping to deliver more holistic services and reduce handoffs between services.

3.3.7 The merging of three roles into one has given the added value of a tenant knowing who their dedicated officer is from Day 1; as their new Area Tenancy Manager will sign them up. The move to a generic model has made it easier to build a relationship of trust, with increased visibility on estates and acting as the face of the landlord- providing early intervention and support. The model also supports a place based approach, where an ATM can get to truly know the area, the risks, the demographic, and begin to link services in and bring together the strength of the community to support community led interventions in the long term.

3.3.8 The ATM role is designed to enable a strong relationship with their tenants through localising services and increasing accessibility for residents that have traditionally been less able to engage with us. In practice this has meant that many historical issues have been addressed by officers working holistically with residents on their patches.

3.3.9 The ATMs have a significant role to play with safeguarding tenants and ensuring that where there are risks, tenants are referred for support from the relevant service in Adult Social Care and the NHS. They are also responsible for ensuring that issues are appropriately escalated.

3.3.10 This includes Anti-Social Behaviour cases where there is an underlying mental health condition, hoarding or cuckooing cases where intervention is needed from critical support services in Adult Social Care or Mental Health services in the NHS. The ATM has limited ability to manage complex cases such as these, but is on hand to support professionals, escalate meaningfully and set up professional's meetings. There are escalation processes in place for complex cases; ASC have a toolkit for Hoarding and there is a Mental Health and Housing Steering group chaired by a Corporate Director that focuses on health and wellbeing outcomes between the NHS, Housing and ASC. There is a monthly clinic between Housing and ASC where complex cases can be discussed, as well as a High Risk Panel where cases with ongoing challenges can be referred for action and outcome. Case conferences between professionals are routinely used to ensure there are joined up support and action plans in place for vulnerable residents.

3.3.11 ATMs take active responsibility for communications on their patches. All have individual WhatsApp Channels which they manage and are promoted to tenants. They use these to reduce failure demand (where for example there is a missed bin collection) and share updates and announcements about events on their estates or in the local area. A welcome letter is also sent to all tenants in each patch when the ATM takes it on (Appendix 4), so that tenants know who they are and how they can be contacted for support.

3.3.12 All ATMs go through a comprehensive and evolving Induction and Training programme through the Housing Skills Academy (Appendix 5). A priority area is vulnerability, disability and domestic abuse. The policies for these areas are being developed currently in line with best practice examples and Domestic Abuse Housing Alliance standards. Once the policies have been created mandatory training will happen for all staff across the service to ensure that from ATMs to Contractors there is a shared understanding of risk, vulnerability and disability and a total commitment to equality and access to services.

3.3.13 In line with the requirements of the Social Housing Regulations, ATMs with relevant partners, have piloted and will be rolling out monthly 'clinics' on each estate that are publicised to promote, 'social, environmental and economic wellbeing' in the areas where they manage. These clinics allow ATM's to provide intensive support to address employment, financial and support needs, and are places tenants can escalate issues, or seek general support, advocacy or referral and signposting. This has had positive results so far and has helped residents to sustain their tenancies.

3.4 **Challenges:**

3.4.1 Following the June 2024 restructure, it took some time to recruit to the full complement of roles within the revised structure. As such the model is still in its infancy. Once staff were in place they needed to be trained on the new operating model, ways of working and new processes. This was required for experienced staff at Brent, internal hires from outside the service and externally recruited officers.

3.4.2 The re-alignment of services was done with culture in mind and has succeeded in bringing together a staff who are committed to their residents, values led and goal oriented. However now there is a need for technology and infrastructure transformation to better support the roles and enable the officers, and the residents they serve, to thrive.

3.4.3 Substantial work is ongoing now to address historical data limits which will lead to mature and reliable data that can be used to ensure early intervention and prevention of issues for tenants that risk sustaining tenancies. There is an active plan underway with a systems and data overhaul. In the interim data for the service is collected on and managed manually to ensure there is ongoing grip of KPIs for ATMs, always with a prevention mindset- ensuring action is taken to sustain tenancies and prevent homelessness or risk of financial or housing insecurity.

3.4.4 HQN, a consultancy agency is also being commissioned to benchmark what the Housing Management currently receive in reports and what it needs to receive to support compliance, performance management and risk mitigation.

3.4.5 The move to a generic role from a specialised structure meant that officers who remained in place following the restructure had to be trained on at least one of the three functions. The results of the restructure meant that there was an initial loss of income and lettings experience, increasing the risk that staff would naturally lean into the areas they had the most confidence and that Lettings and Income Recovery / Debt management would be adversely impacted while officers and managers gained confidence in all aspects of the role. However as can be seen by the performance below, the service is stabilising and on a positive trajectory to show sustained improvements on the prior operating model.

3.4.6 It is a busy largely reactive role where safeguarding concerns often spring up. These must be prioritised and mean that proactive necessary work- such as lettings and income management, must be flexibly but consistently managed.

3.4.7 The service is working towards being a proactive strategic driven function as opposed to crisis driven. Risk reduction will become embedded as infrastructure- process, policy, co-regulation with tenants and co-design, systems and data- become business as usual (BAU), with managerial oversight strengthened and correct, consistent application of process driven functions such as lets and income management becoming BAU, with complaints, Ombudsman reports and internal and external audits further reducing risk.

3.4.8 The more we get to know our tenants, the better we will be at intervening early and preventing crisis that is costly on resources and damaging to tenants.

3.4.9 In the current financial year 700 new build properties have been handed over to the General Needs Service for management and letting. From May – October 2025 the Generic officers were responsible for letting these new build properties and significant resource was invested in this piece of work. The knock-on impact was day-to-day work in both Housing Needs Allocations and Housing

Management suffering due to lack of capacity. There was a sharp increase in debt within the HRA during this period, this is now being offset with temporary resources; short term capacity recruited to let all new build handovers, and a small income team due to be recruited on a fixed term basis to tackle historical and new debt.

3.5   Performance and Opportunities:

3.5.1   Walkabouts
The 2025/26 financial year saw a new approach to Estate Walkabouts across the Housing Management Service. Most medium and large estates, and some smaller estates receive a quarterly walkabout that is led by the Area Tenancy Manager and attended by other colleagues in housing as well as Councillors and residents. There are also 4 estates that due to size and/or complexity receive a monthly walkabout.

3.5.2   The success of estate walk abouts is dependent on stakeholders having capacity to own the resulting actions and giving them the importance they need for swift resolutions. Now with increased staffing within property services, repairs colleagues are attending each walkabout. This has improved the effectiveness of the walkabouts and communal repair issues are being resolved, which is seeing increased resident satisfaction and compliments of the new Technical Officers.

3.5.3   Whilst the operational effectiveness of walkabouts has improved recently the contextual financial challenges remain which limits the amount of capital investment that can be made on estates. Without a budget for improving estates they can only be maintained.

3.5.4   Regulation and Tenant Satisfaction Measures (TSM)
The aim of all work across the Housing Management Service is to be compliant with regulations, and provide a service that residents are happy with, where they feel supported, heard, safe and able to thrive. The Tenant Satisfaction Measure results can be found here: https://data.brent.gov.uk/dataset/tenant-satisfaction-measures-tsm-2j396 In the pilot with the Housing Companies the generic model saw an immediate uplift in satisfaction with complaints and the overall service. The ATM function underpins many of the TSMs which are delivered by services across the council, and contractors of it. There is confidence that the ATM model, based on customer service values, will support overall compliance, safety and satisfaction, and coupled with ongoing improvements and collaboration in and with supporting delivering services across the council, will see an improvement.

TSM – Overall satisfaction

	2023-24	**2024-25**
I4B	50.9%	54.1%
FW	49.2%	56.7%

3.5.5   Debt position

The current debt position is £7,258,582.11 for current tenants; this represents 11.35% of the service's total annual rent roll and is significantly above the majority of other London Boroughs.

3.5.6 The service's current cumulative collection rate for the year is 96.97%, which is below the service's current target of 98%. This figure is expected to increase by year-end. The Area Tenancy Management team collected 99.52% of rent across November and December 2025, which is traditionally a hard period of the year to collect income.

3.5.7 There have been external contextual factors that have made collecting income more challenging for officers:

3.5.8 Migration from Housing Benefit to Universal Credit:
Housing Benefit (HB) traditionally has been paid direct into rent accounts for all secure tenants. It was simple to apply for direct payments from day 1 of a tenancy and the rent was then paid in full, weekly, in advance. This made collection for tenants on Housing Benefit simpler and this was reflected in higher collection rates in the years prior to Universal Credit migration.

3.5.9 Universal Credit (UC) is administered by the DWP monthly and in arrears, direct to the claimant, this was done to give claimants more personal responsibility over their benefit payments. All new tenants are on UC and direct payments are more difficult to apply for and can only be mandated after multiple months in arrears unless the resident agrees and applies directly earlier.

3.5.10 As most working age tenants have now migrated onto UC, there are fewer tenants in receipt of housing benefit, and will only be those at state pension age. It is predicted that less that £16million Housing Benefit will be paid to general needs council tenants this financial year. For context in 2016 almost £30million was received with substantially less stock.
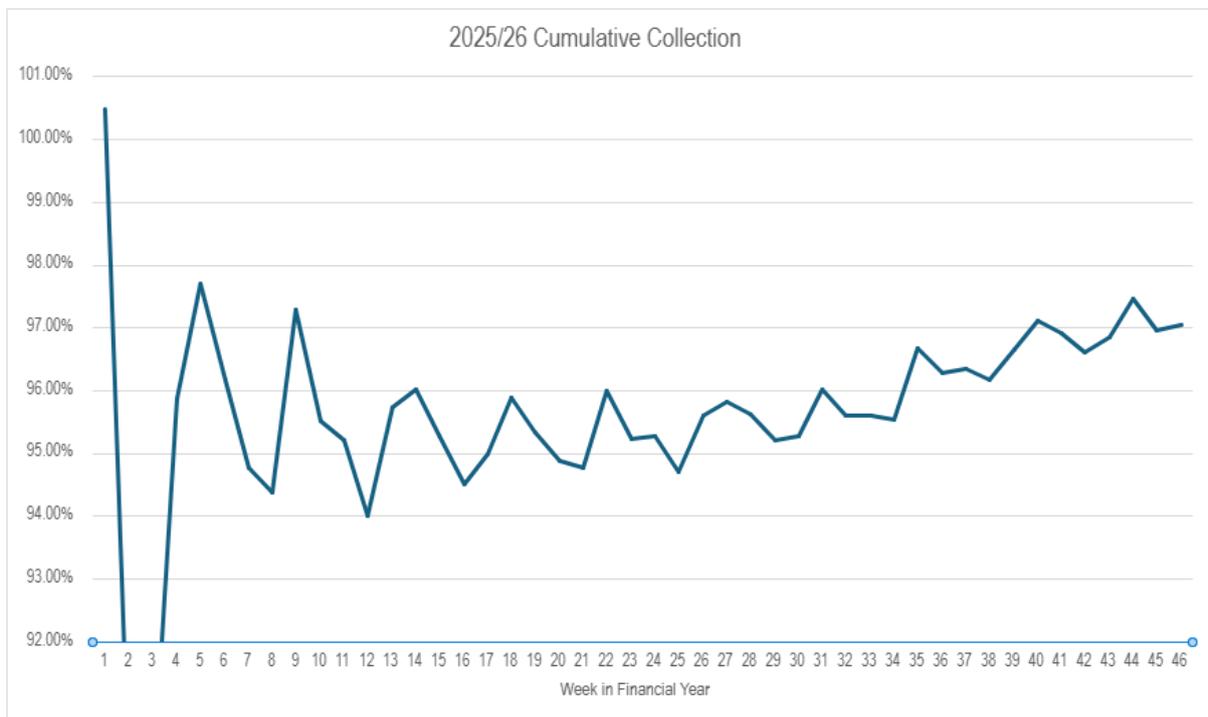
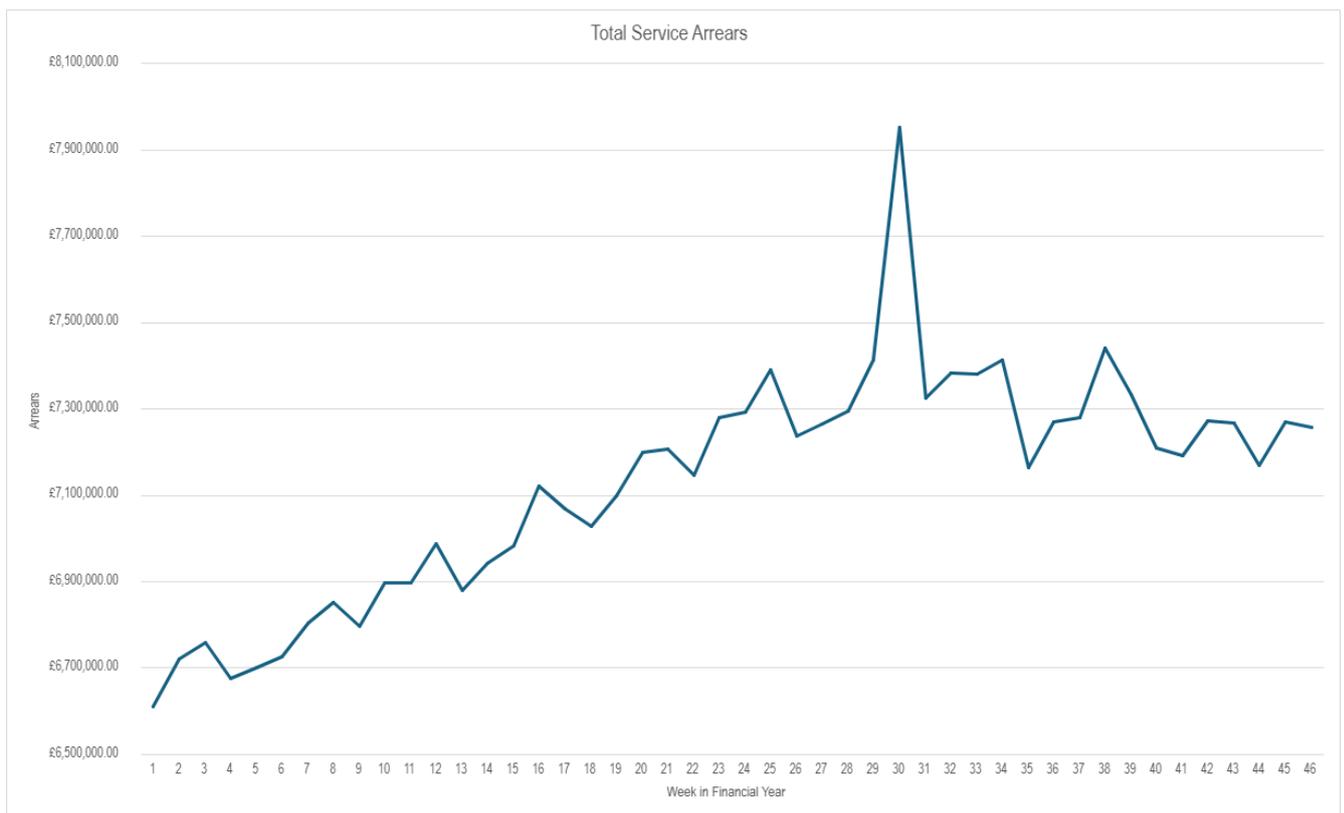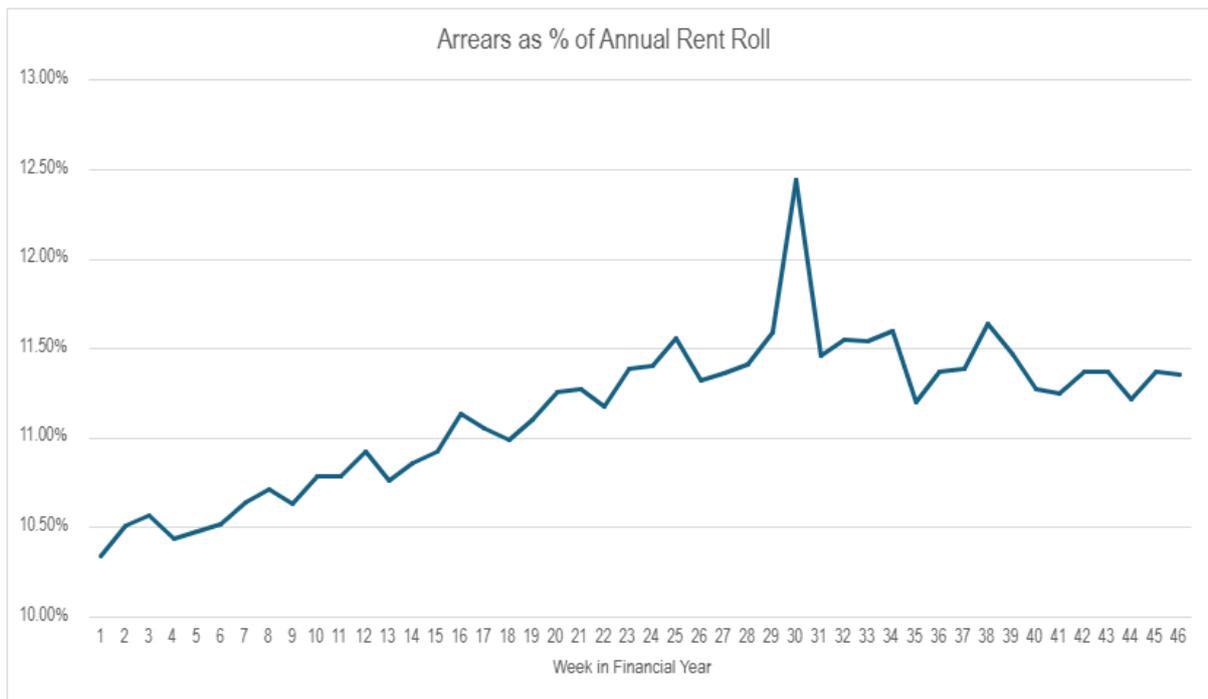| *Year	Overall Collection rate %	Current tenants only %	Housing Benefit (HB) revenue %	HB amount - £m
2015/16	98.64	98.27	**53.3**	**29,099,187**
2020/21	99.05	98.69	43.0	21,819,364
2021/22	106.88* (water rate refunds)	100.53	43.7	20,119,423
2022/23	97.90	95.79	36.6	19,807,805
2023/24	93.85**	96.87	32.8	19,839,678
2024/25	97.12	96.54	28.9	19,145,962
2025/26 (to date)	96.7%	96.97%	**20.90**	**12,162,609.65**

* *This has led to more difficulty in collecting payments for tenants on benefits, which is reflected in the table above.*

3.5.11 Income Collection Performance:
The service's YTD debt position is a % of overall yearly rent collected, and cumulative collection rate is outlined in the charts below. Q1 and Q2 represented poor income collection performance, with a low collection rate and debt increasing across the board. During this time the team was asked to prioritise the letting of new build properties to reduce void costs, and staff were not fully trained, with limited to no reporting to aid performance management.

3.5.12 This has led to an intensive effort to minimise debt and performance manage staff with support and the use of manual data and reporting. A temporary specialised lettings team were brought in to let new builds to ensure staff could focus on income collection more intensively in Q3 and Q4. The graphs below show the performance in the financial year from April 2025 to current.

2025/26 Cumulative Collection

Arrears as % of Annual Rent Roll


Total Service Arrears

3.5.13 As above there have been improvements in the service's overall collection rate, and a slowdown and reduction in the service's debt position. This is a more accurate reflection of current performance now that the pressure of letting hundreds of additional properties has been alleviated, officers are fully trained, data is being collected and used, and income is being focused on as BAU.

3.5.14 The team is working hard to support residents with arrears, maximise tenants' income and provide tenants with support to claim Discretionary Housing Payments and access the Council's Resident and Household support fund.

3.5.15 The performance across teams in the borough is outlined below, there is variability in the levels of performance across the teams within the service and officers. This is being heavily monitored with poor performing areas targeted for support.

3.5.16 The teams represented by the Green and Red Lines, Brent West and Brent North have had a greater increase in their debt position due to the handover of circa ~500 new build properties in their areas.

3.5.17 A combination of higher rents and Universal Credit paying tenant's their entitlement in arrears led to an immediate sharp rise in arrears on the new build patches. Officers are working with tenants to clear existing arrears, which has seen a slowdown in the debt being accrued now that the blocks are full.

Arrears as % of rent roll w36
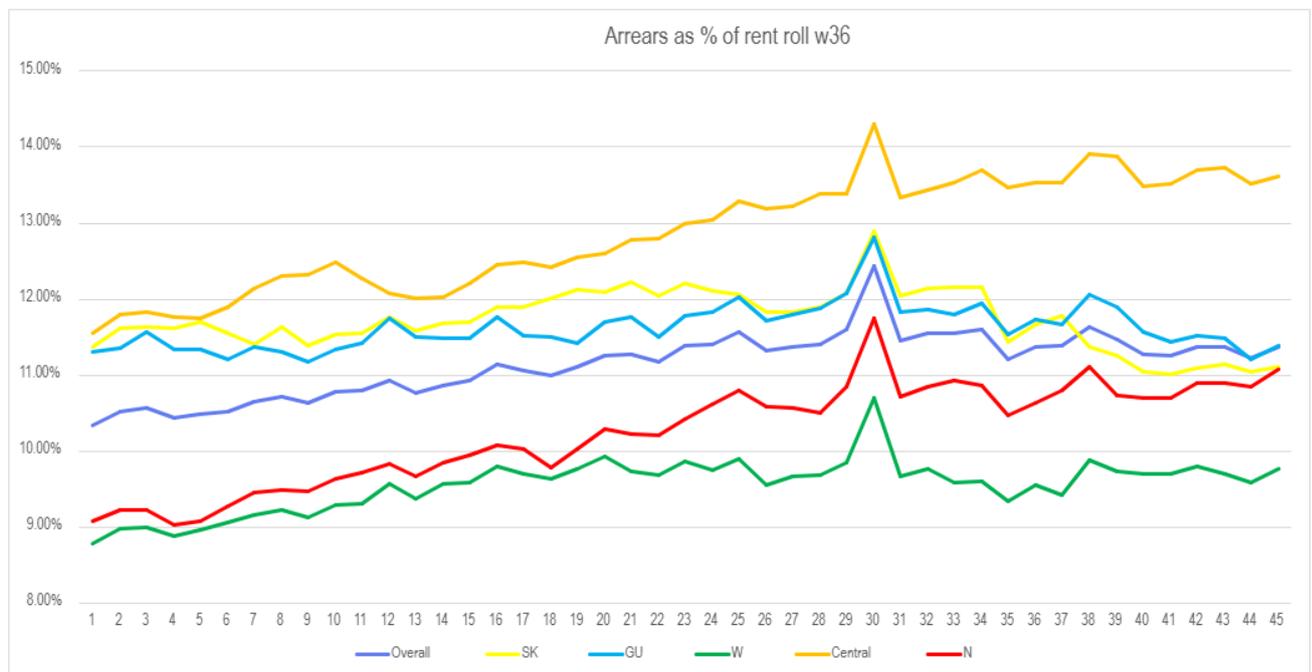
3.5.18 There are several workstreams that are aimed at increasing income collection. In the new financial year, a small team of solely income focused staff will temporarily join the service to focus on complex cases that require sustained intervention to reduce the debt. The team will provide specialised advice and support to tenants to increase the service's financial inclusion offer and will also ensure that tenant's signing up to a property have their income maximised and payment arrangements in place from day one.

3.5.19 The wider housing service is also undergoing massive re-development of its NEC Housing System. NEC is the foundation of data management for the Housing Management Service, and the redevelopment will see data and information relating to tenants, buildings and all aspects of compliance and safeguarding being fundamentally redesigned and stored cleanly. This will

support not only accurate and timely performance management of front-line staff delivering on KPIs, but also overall safety of tenants in council owned housing. The first module to be delivered is NEC Account Analytics. Account Analytics builds a clear picture of residents who are at risk of falling into rent arrears using the data in NEC Housing. The system will help ATMs to identify the residents who are in most need of support, and to provide help and advice at the earliest opportunity- before arrears and debt accrue. Once it is in place ATMs:

- Won't need to extract, match or manually update data
- Will always have accurate information because it updates with every action taken
- Will always have access to a holistic picture, to make better decisions
- Will be able to manage cases on a single system, reducing the risk of poor data handling and gaps

3.5.20 Monthly clinics will be rolled out across estates to increase financial inclusion and resilience through targeted and intensive support. These have been piloted in South Kilburn- an Income & Wellbeing Clinic, where the ATM identified a need to provide better support and engagement to tenants who are struggling with the everyday cost of living and accessing support. The ATM worked alongside "Brent Health Matters" as well as the Hubs and took an overall look at the residents' circumstances. Now in the third month the ATM has:

- Built rapport & engaged tenants who have previously gone under the radar.
- Had open non-judgemental conversations about tenants circumstances and looked at practical solutions and actions.
- Signposted to access support in areas of health, education and employment.
- Collaborated to learn more about each other and council services, building relationships that will sustain a place based approach.

3.5.21 Throughout the year officers will ad hoc work together on estates at weekends to do 'block door knocks' on properties with high level arrears, giving face to face support to residents who are struggling, setting up direct debits and repayment plans, and applying for support. A recent event where this took place resulted in £13,000 collected in one day.

3.5.22 Tenancy Verifications
One of the primary functions of the ATMs is to carry out tenancy verifications. It is a requirement that are properties are audited a minimum of every 4 years. Housing Management are required to know who is 'behind the door' and what needs those tenants and their families have as far as practicably possible, (while acknowledging that vulnerability is fluid, and the landlord service may not always know the immediate status of a tenant; for example, in cases where a tenant becomes pregnant).

3.5.23 Since the restructure in 2024 the number of tenancy audits carried out has increased as outlined below:

Financial Year	Number of Tenancy Verifications Completed
2025/26	1769* (YTD)

| 2024/25 | 706 |
| 2023/24 | 452 |

3.5.24 In line with legislation around the Equality Act 2011 and the new Social Housing Regulations the service is required to understand the diverse needs of tenants including those arising from protected characteristics. The service is dedicated to supporting Brents Care Experienced young people, providing them with safe, secure tenancies that are sustained and setting them up to succeed, with ongoing programmes of work between Early Help and Social Care and Housing Needs and Management, as well as those who are from socio economically deprived backgrounds.
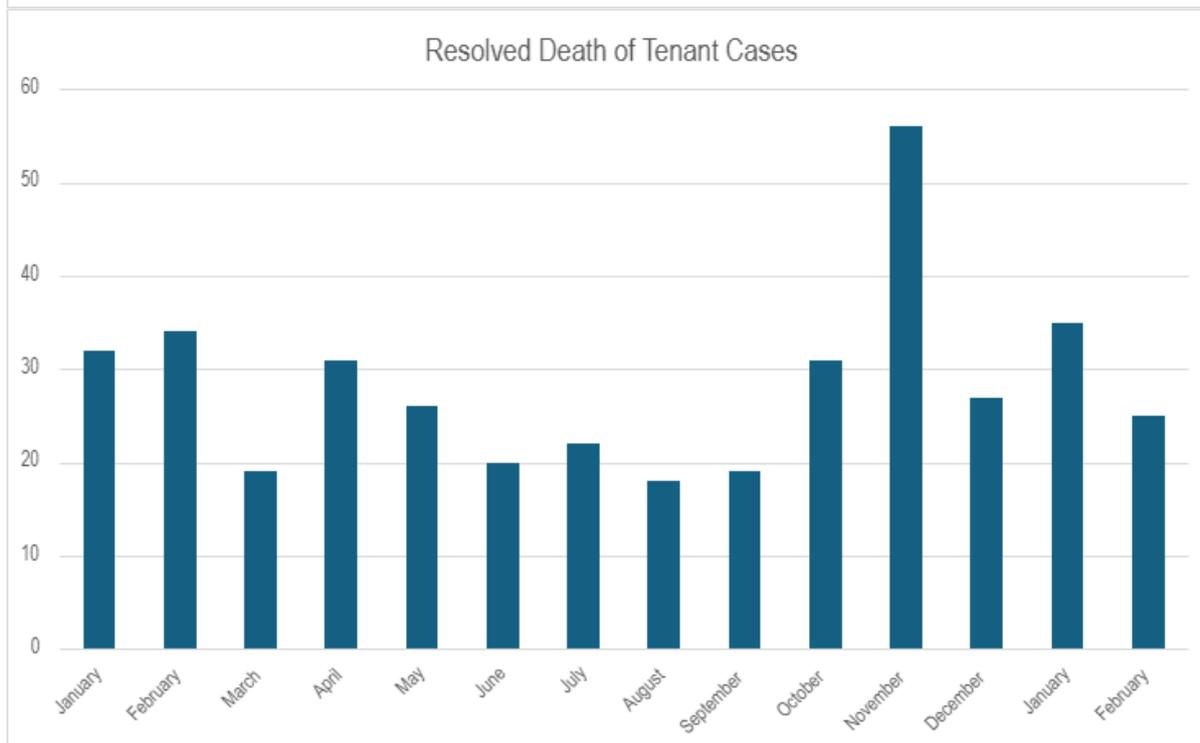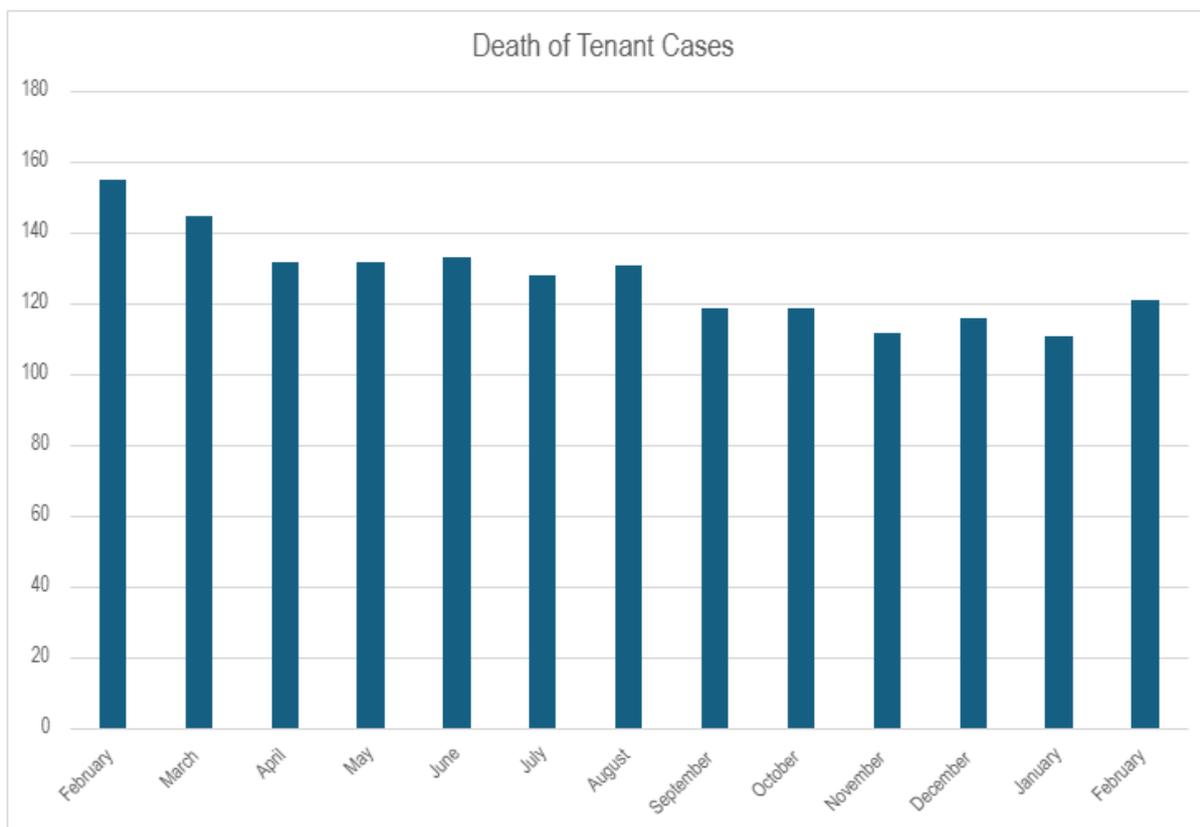
3.5.25 The service must know when tenants experience language barriers or have additional support needs, as well as proactively collect data on vulnerabilities such as age, health conditions or disabilities that may increase the negative impact of issues such as damp and mould. System remediation is required to ensure that all this data is being captured at the point of sign up and tenancy verification, and an additional resource of a small team of visiting officers has been funded to ensure that the Council is compliant.

3.5.26 ATMs have access to a range of tools to support their communications with residents, whether it be translation services, plain English training, translation for documents, or British Sign Language Sign Video, however continued work is needed to ensure that data is not only up to date on protected characteristics, but is used to make meaningful insights, deliver interventions and co-design policies.

3.5.26 Death of Tenant Cases:
Since the new structure has been in place the team has worked hard to resolve historical issues. A key area of work has been to ensure that where a tenant has passed away the property is either recovered sensitively and efficiently, or a successor or family member is awarded a new discretionary tenancy for the home.

3.5.27 When the service was reorganised in 2024 there was 200+ open Death of Tenant cases going back as far as 2005. Over 300 cases have been resolved since the ATMs took up the role, and where a tenant now passes away the cases are handled with efficiency.

Death of Tenant Cases

Month	Value
February	155
March	145
April	132
May	132
June	133
July	128
August	131
September	119
October	119
November	112
December	116
January	111
February	121

Resolved Death of Tenant Cases

Month	Value
January	32
February	34
March	19
April	31
May	26
June	20
July	22
August	18
September	19
October	31
November	56
December	27
January	35
February	25

4.0   Stakeholder and ward member consultation and engagement

4.1   The Lead Member is continually updated on the performance of the service, and ward members feed in through case work, as well as by advocating for residents at walkabouts, ensuring that there is common purpose and accountability. The ATMs are getting to know ward Councillors better, building

relationships with them as well as tenants with a holistic focus on outcomes, prevention and support.

5.0   Financial Considerations

5.1   The Area Tenancy Manager posts are graded at PO1 and, in 2025/26, are projected to cost the Council £62,143 per full-time equivalent (FTE) per annum. Based on 27 FTE posts, the total estimated annual cost is approximately £1.7m. These costs are met from within the Housing Revenue Account (HRA).

5.2   As at the end of January 2026, total outstanding HRA tenant debt, excluding credits, amounted to £13.5m. Of this balance, £8.9m related to current tenants and £4.6m to former tenants. In accordance with prudent financial management, a provision must be maintained to reflect the risk of non-collection. For 2025/26, this is estimated to require an additional top-up of £2.3m.

5.3   The HRA Business Plan assumes a 3.5% rent loss through voids. In 2025/26 the voids loss is estimated to be circa 5.07%, or £3.5m.

6.0   Legal Considerations

6.1   The Social Housing (Regulation) Act 2023 (SH(R)A 2023) introduces significant reforms to the regulation of social housing, aiming to enhance housing standards, tenant protections, and the accountability of registered providers (RPs). It amends the Housing and Regeneration Act 2008 strengthening the powers of the Regulator of Social Housing (RSH) to enforce compliance with regulatory standards and address serious failings by RPs.

6.2   The Act also expands the scope of offences related to the provision of false or misleading information and enhances the RSH's ability to compel third parties to provide information relevant to its functions. Provisions include the introduction of Awaab's Law as of 27th October 2025, which mandates social landlords to investigate and repair dangerous damp and mould within specified timeframes, with emergency hazards requiring repair within 24 hours.

6.3   The SH(R)A 2023 also places a duty on the Secretary of State to direct the RSH to set standards for RPs to provide tenants with information about their rights, facilities, services, and complaint mechanisms. This aims to improve transparency and tenant engagement. The Act underscores the importance of ensuring social housing is safe, well-managed, energy-efficient, and of appropriate quality. It also encourages RPs to contribute to the environmental, social, and economic well-being of their communities. The RSH's regulatory objectives include minimising interference while ensuring proportionality, consistency, transparency, and accountability in its functions.

6.4   If the Council does not meet its statutory obligations where deficiencies have been identified there is the risk of regulatory judgments and enforcement notices by the Regulator.

6.5 The Fire Safety (Residential Evacuation Plans) (England) Regulations 2025 (Regulations) have introduced significant new requirements for certain residential buildings. Coming into force on 6 April 2026, the Regulations aim to enhance fire safety for residents whose ability to self-evacuate may be compromised due to physical or cognitive impairments. Councils, as responsible persons for applicable residential buildings, must identify and engage with relevant residents to conduct person-centred fire risk assessments upon request factoring in mitigation.

7.0 Equity, Diversity & Inclusion (EDI) Considerations

7.1 The service must comply with the Equality Act and Public Sector Equality Duty. Robust training and policies are being developed and co-designed with tenants to ensure that staff make decisions which have appropriate regard for those with vulnerabilities or who are in a protected characteristic. Equality Impact Assessments will become more frequent in decision making and are expected with regards to any punitive actions taken by the Housing Management Service.

7.2 Social tenants are at risk of increased stigmatisation and most new tenants are entering social housing from temporary accommodation. It is therefore crucial that the right support is in place from the point a home is allocated, with data shared between Housing Needs and Housing Management appropriately to well serve residents who are vulnerable, setting them up to succeed.

8.0 Climate Change and Environmental Considerations

8.1 The new structure of the ATM team reduces handoffs and as it is embedded will see officers focusing on improving community outcomes. Already tenant gardens and allotments are being promoted on estates that have unused land, to increase wellbeing and biodiversity.

10.0 Communication Considerations

10.1 A communications strategy will be developed to ensure that the service meets the Transparency and Accountability standard that is mandatory for the service.

__Report sign off:__
Thomas Cattermole
Corporate Director Housing and Resident Services