

	Cabinet 22 June 2026
	Report from the Corporate Director, Resident and Housing Services
	Lead Member – Cabinet Member for Housing, Homelessness & Renters (Councillor Robert Johnson)
Development of a Housing Compact Update	

Wards Affected:	All
Key or Non-Key Decision:	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:	Two Appendix 1: Draft Housing Compact Appendix 2: Internal Service Areas Expected to Contribute to the Housing Compact
Background Papers:	None
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1.0 Executive Summary

- 1.1 This report provides an update on the development of the Brent Housing Compact, a new partnership framework between the Council and Registered Providers (RPs).
- 1.2 Engagement with residents and RPs has been undertaken over the past four months, resulting in a draft set of shared commitments across five themes.

1.3 The Compact is on track for finalisation in Q2 2026. Further co-design work with RPs and internal Council teams will refine commitments, governance arrangements and performance measures ahead of formal launch.

2.0 Recommendation(s)

2.1 To note the progress to date in developing the Brent Housing Compact.

2.2 To note that the next phase will include:

- Engagement with internal teams to confirm and align commitments.
- Establishment of an RP Working Group.
- Development of the governance model, including the proposed Housing Compact Board

2.3 Provide feedback on the Draft Housing Compact (as set out in Appendix 1 of the report).

3.0 Detail

3.1 Cabinet Member Foreword

3.1.1 This report sets out the development of Brent's Housing Compact, which represents an important step forward in how we can work with our housing partners to deliver better outcomes for Brent's residents.

3.1.2 Housing is one of the most pressing issues facing our borough, and while much of the social housing in Brent is owned and managed by Registered Providers, residents quite rightly still look to the Council when things go wrong.

3.1.3 At present, that can create frustration for residents and for Members, particularly where we have limited levers to drive improvements, as we have no special powers to instruct Landlords to change only the regulator can do that.

3.1.4 We seek to work in the spirit of partnership and this is what the Housing Compact is designed to address.

3.1.5 The Compact establishes a clear, borough-wide partnership framework between the Council and Registered Providers. It sets out shared expectations and commitments across key areas such as housing quality, repairs, anti-social behaviour, and resident engagement, while also being clear about the Council's role and responsibilities.

3.1.6 What is particularly strong about this work is that it has been shaped by residents themselves. Engagement over recent months has included over 100 residents and 14 housing providers, ensuring that the priorities we are focusing on reflect what matters most to people living in Brent.

3.1.7 The Compact is built around five core themes:

- increasing the supply of affordable housing.
- improving housing quality and safety.
- creating cleaner and safer neighbourhoods.
- preventing homelessness.
- strengthening resident voice and engagement

3.1.8 It responds to a rapidly changing regulatory environment, including new consumer standards, tenant satisfaction measures and legislative changes such as Awaab's Law, all of which require closer alignment between the Council and housing providers.

3.1.9 Members will know from their casework just how fragmented the landscape can feel.

3.1.10 This Compact gives us an opportunity to bring about greater consistency, improve communication, and strengthen our collective influence with Registered Providers operating across the borough.

3.1.11 The Brent Housing Compact supports key Borough Plan objectives relating to:

- Increasing the supply of genuinely affordable housing.
- Improving the quality, safety, and management of homes.
- Strengthening resident voice and accountability.
- Improving neighbourhood environments and tackling inequalities.

3.1.12 The Compact responds to current service pressures within social housing, including making best use of existing stock, improving complaints handling and strengthening repairs performance.

3.1.13 In addition, it will provide a mechanism to support landlords with increasing regulatory pressures, including the Regulator of Social Housing's Consumer Standards, Tenant Satisfaction Measures, Awaab's Law, and wider building safety requirements.

3.1.14 The Compact is intended to complement the Council's broader strategic direction and, where appropriate, support the aims of related initiatives, including Working Together in Neighbourhoods and health and wellbeing programmes such as Brent Health Matters.

Potential West London Alliance Collaboration

- 3.1.15 The development of the Brent Housing Compact also presents an opportunity to explore collaboration across West London. As many RPs operate across borough boundaries, a joint approach could strengthen collective influence, reduce duplication of engagement, and promote greater consistency in RP participation.
- 3.1.16 Brent will prioritise launching and reviewing its own borough-level Compact, establishing a clear standard for partnership working that could inform future collaboration.
- 3.1.17 An initial meeting has taken place with Hammersmith & Fulham and Harrow who have expressed interest in exploring a future Compact that could extend across West London boroughs.

3.2 Background

What is a Compact?

- 3.2.1 A Housing Compact is a voluntary partnership-based forum between the Council and local RPs. It sets out shared principles and commitments for joint working to improve housing outcomes, service delivery and neighbourhood management through sharing of knowledge and best practice.
- 3.2.2 The Compact is not a statutory requirement and does not constitute a legally binding contract.
- 3.2.3 The development of a Brent Housing Compact was initiated at the request of the previous Lead Member for Housing, Homelessness and Renters, informed by the positive outcomes achieved in other boroughs that have established similar partnership forums.
- 3.2.4 Brent currently holds quarterly meetings with larger RPs and an annual 'RP and Members' event. The Compact provides an opportunity to formalise and strengthen this engagement across all RPs into a structured partnership model with a clear shared vision.

3.3 Engagement and Evidence Base

- 3.3.1 In order to develop our ideas on a Housing Compact, over the past 4 months, we have engaged with more than 100 residents and a number of RPs ranging from large providers (e.g. SNG, MTVH and Peabody) and smaller bespoke specialist accommodation providers (e.g. Arpeggio, FurtherMore Project and Nacro).
- 3.3.2 This engagement with RPs has ensured the proposed Compact would represent almost 80% of all social housing stock in the borough. We expect this would further increase in participation as the Compact is developed, rolled out and embedded.

3.3.3 We researched and met with other boroughs with live Compacts to learn from their experiences (e.g. Westminster, Richmond and Camden). Officers identified that Waltham Forest's model best emulated the ethos and goals desired from a Brent Compact.

3.3.4 Learning from Waltham Forest

The London Borough of Waltham Forest has operated a Housing Compact since 2019 and is now in its second five-year cycle. Officers met with the team responsible for developing and delivering the Compact to identify key learning and best practice advice.

Key lessons included:

- **Resident involvement** – Early phases of the Compact experienced challenges in achieving meaningful resident participation. The borough is now strengthening this area, including proposals for a community investment fund with resident involvement in decision-making.
- **Partner engagement** – Differing levels of RP engagement required a persistent and flexible approach.
- **Learning over enforcement** – Waltham Forest's approach focuses on recognising strong performance and sharing best practice between RPs and the Local Authority, rather than adopting an enforcement-led model.
- **Finance and staffing** – They currently allocate 1.5 full time roles to coordinate and support the delivery of the Compact

Alongside these lessons, several aspects of the governance model have supported delivery:

- **Senior Leadership Board Chairs** – A Leadership Board is co-chaired by the Cabinet Member for Housing and a Chief Executive from a medium RP. This has helped to reinforce the shared ownership of the Compact and ensured senior level engagement of partners.
- **Targeted working groups** – Have been used to address specific issues identified by the Board e.g. one led to the development of an Anti-Social Behaviour (ASB) protocol that clarifies responsibilities and contact points across the borough.
- **Flexible scope** – the Compact document kept a broad remit to allow it to respond to emerging housing issues without requiring formal structural changes.

3.3.5 Given its alignment with the goals of Brent's Housing Compact, the insight has informed Brent's proposed model, which emphasises partnership and collaboration between the Council and RPs.

3.4 Governance Proposal

3.4.1 A clear governance structure would provide the oversight required to guide Compact and enable accountability of partners.

3.4.2 We propose to adopt a blended approach informed by our learnings from existing Compact models, including:

3.4.3 a) Housing Compact Leadership Board

A senior-level Leadership Board will provide strategic oversight. The Board will:

- Meet bi-annually to review progress and performance trends
- Be co-chaired by a Councillor and a senior RP representative
- Agree shared annual priorities and commission joint initiatives
- Provide a central forum for accountability and strategic direction
- Decide on priorities to be addressed by working groups

3.4.4 b) Working Group

Thematic working groups will be established to address the priority issues as identified by the Leadership Board. This will involve a mixed group of key stakeholders to drive improved outcomes in areas such as ASB, estate management or complaints.

3.4.5 c) Resident Engagement

Based on the existing surveys carried out to inform the Compact, we will use these findings to drive the first phase of work.

To keep residents' voices at the centre of the Compact it is proposed that an annual in-person Housing Compact Event take place. It will provide tenants and leaseholders across participating RPs an opportunity to receive an update on progress and help shape future priorities. The format and methods of engagement will be reviewed throughout the lifecycle to ensure we reflect what would be best for residents.

In addition, lighter-touch engagement will take place throughout the year, for example through readership panels, newsletters and Brent magazine updates.

3.5 Data and Performance Framework

3.5.1 A shared performance framework will support transparency and accountability. This will include:

3.5.2 a) Tenant Satisfaction Measures (TSMs)

RPs are required to collect and publish TSMs, providing consistent data on repairs, safety, neighbourhood management, complaints and resident experience.

3.5.3 b) Additional local metrics

A small number of locally agreed indicators will be collated to reflect Brent priorities, enabling monitoring of progress against Compact commitments and identification of areas for joint improvement.

4.0 Stakeholder and Member engagement

4.1 Resident engagement has included widely promoted surveys, with multilingual versions distributed through community hubs, libraries, faith buildings and Council communications. RPs also promoted the survey directly to their tenants, and in total over 100 responses were received.

4.2 Our RP engagement has included surveys and an in-person session at the Civic Centre, with representation from both large and smaller specialist providers. Fourteen RPs have engaged to date, with further participation anticipated as the draft Compact is shared more widely.

4.3 The Lead Member for Housing, Homelessness and Renters has been briefed on progress and has endorsed continued development of the Compact.

4.4 The development of the Housing Compact aligns with commitments referenced within the Labour Group draft manifesto.

4.5 Member engagement will take place during the final drafting stage, with feedback invited prior to finalisation.

4.6 The next stage of development will focus on engagement with internal teams to confirm ownership and ensure that proposed commitments are measurable and deliverable. See Appendix 2 for a breakdown of directorates and teams expected to contribute to delivery of the Compact.

5.0 Financial Considerations

5.1 Development of the Compact has been delivered within existing service resources.

5.2 Ongoing coordination and partnership activity will likely require dedicated officer time possibly resulting in a realignment of responsibilities and/or additional capacity.

For instance:

- The City of Westminster allocated approximately £100,000 towards consultancy support and development costs associated with establishing its Housing Compact.

- The London Borough of Waltham Forest currently allocate approximately 1.5 full-time equivalent roles to support ongoing Compact delivery and coordination.

5.3 Where resident or independent representation is included at Leadership Board level, there may be associated costs relating to remuneration or training.

6.0 Legal Considerations

6.1 The Compact is voluntary and does not impose statutory obligations.

6.2 Commitments and information-sharing arrangements will be reviewed to ensure they do not inadvertently create legal liabilities and obligations.

7.0 Equity, Diversity & Inclusion (EDI) Considerations

7.1 Resident engagement has been inclusive, with multilingual materials and targeted outreach.

7.2 The Compact's priorities directly support Brent's policies and ethos, in promoting equality and reducing health and social inequalities, particularly in relation to housing quality, safety and homelessness prevention.

8.0 Climate Change and Environmental Considerations

8.1 The Compact seeks to work towards Brent's Net Zero goals, aligning with existing strategic priorities.

9.0 Communication Considerations

9.1 A co-ordinated communications approach will be required to launch the Compact, ensuring consistent messaging with RPs and clarity about the purpose and benefits of the agreement.

9.2 Options will be developed for ongoing stakeholder engagement and reporting on progress, including feedback mechanisms and opportunities for participation.

9.3 As the development of the Compact falls within the pre-election period, communications will comply with publicity guidance. Operational delivery will continue, with any Member-related promotional activity managed in accordance with pre-election restrictions.

Report sign off:

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