

Tenants', Leaseholders' and Residents' Consultative Forum

AGENDA

DATE: Wednesday 11 December 2013

TIME: 7.30 pm

VENUE: Committee Rooms 1 & 2,
Harrow Civic Centre

MEMBERSHIP (Quorum 3 Council Members)

Chairman: Councillor Mrs Camilla Bath

Councillors:

Joyce Nickolay

Bob Currie (VC)
Kairul Kareema Marikar

Representatives of Individual Housing Estate Tenants' and Residents' Associations

Reserve Members:

- | | |
|----------------------------|--------------------|
| 1. Susan Hall | 1. Victoria Silver |
| 2. Barry Macleod-Cullinane | 2. Ben Wealthy |

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AGENDA - PART I

1. ATTENDANCE BY RESERVE MEMBERS

To note the attendance at this meeting of any duly appointed Reserve Members.

Reserve Members may attend meetings:-

- (i) to take the place of an ordinary Member for whom they are a reserve;
- (ii) where the ordinary Member will be absent for the whole of the meeting; and
- (iii) the meeting notes at the start of the meeting at the item 'Reserves' that the Reserve Member is or will be attending as a reserve;
- (iv) if a Reserve Member whose intention to attend has been noted arrives after the commencement of the meeting, then that Reserve Member can only act as a Member from the start of the next item of business on the agenda after his/her arrival.

2. DECLARATIONS OF INTEREST

To receive declarations of disclosable pecuniary or non pecuniary interests, arising from business to be transacted at this meeting, from:

- (a) all Members of the Forum;
- (b) all other Members present.

3. MINUTES (Pages 1 - 12)

That the minutes of the meeting held on 26 June 2013 be taken as read and signed as a correct record.

4. PUBLIC QUESTIONS

To receive questions (if any) from local residents or organisations under the provisions of Executive Procedure Rule 50 (Part 4D of the Constitution).

5. PETITIONS

To receive petitions (if any) submitted by members of the public/Councillors under the provisions of Executive Procedure Rule 48 (Part 4D of the Constitution).

6. DEPUTATIONS

To receive deputations (if any) under the provisions of Executive Procedure Rule 49 (Part 4D of the Constitution).

7. DRAFT HOUSING REVENUE ACCOUNT BUDGET 2014-15 AND DRAFT MEDIUM TERM FINANCIAL STRATEGY 2015-16 TO 2017-18, DRAFT RENT STRATEGY FOR 2014-15 (Pages 13 - 22)

Report of the Corporate Director of Community, Health and Wellbeing and the Director of Finance and Assurance.

8. AFFORDABLE HOUSING PROGRAMME UPDATE - REPORT BY HOUSING PARTNERSHIPS AND STRATEGY MANAGER (Pages 23 - 28)

Report of the Divisional Director of Housing.

9. HOUSING PROJECT UPDATES: COMMUNICATIONS PLAN, GRANTS TO MOVE, MOBILE AND FLEXIBLE WORKING (Pages 29 - 34)

Report of the Divisional Director of Housing.

10. RESIDENT SERVICES MANAGER'S REPORT AND FEEDBACK FROM OTHER COUNCIL LED RESIDENT INVOLVEMENT ACTIVITIES (Pages 35 - 42)

Report of the Divisional Director of Housing.

11. INFORMATION REPORT - HEAD OF ASSET MANAGEMENT'S REPORT (Pages 43 - 50)

Report of the Divisional Director of Housing.

12. SUGGESTIONS FOR AGENDA ITEMS FOR NEXT MEETING

13. ANY OTHER URGENT BUSINESS

Which cannot otherwise be dealt with.

14. DATE OF NEXT MEETING

Wednesday 19 February 2014 – 4.00pm

AGENDA - PART II - NIL

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TENANTS', LEASEHOLDERS' AND RESIDENTS' CONSULTATIVE FORUM MINUTES

26 JUNE 2013

Chairman: * Councillor Mrs Camilla Bath

Councillors: * Bob Currie * Victoria Silver (1)
* Joyce Nickolay

In attendance: Nizam Ismail Minute 195-208
(Councillors)

* Denotes Member present
(1) Denotes category of Reserve Member

Representatives from the following Associations were in Attendance

Churchill Place Tenants' and Residents' Association
Eastcote Lane Tenants' and Residents' Association
Grange Farm Tenants' and Residents' Association
Harrow Federation of Tenants' and Residents' Associations
Kenmore Park Tenants' and Residents' Association
Little Stanmore Tenants' and Residents' Association
Milmans Close Tenants' and Residents' Association
Weald Village Tenants' and Residents' Association

195. Attendance by Reserve Members

RESOLVED: To note the attendance at this meeting of the following duly appointed Reserve Member:-

Ordinary Member

Reserve Member

Councillor Kairul Kareema Marikar

Councillor Victoria Silver

196. Declarations of Interest

Agenda Items 7 – Tenants and Leaseholders Satisfaction Survey, 8 – Housing Contractors, 9 – Head of Asset Management’s Report, 10 – Resident Services Manager’s Report and Feedback from other Council Led Resident Involvement Activities and 11 – Resident Services Manager’s Report on the Pilot Citizens Advice Bureau Home Project – Phase 1

Councillor Bob Currie declared a non pecuniary interest in the above items in that he attended monthly meetings of the Eastcote Lane Tenants’ and Residents’ Association. He would remain in the room whilst these matters were considered.

Agenda Item 11 – Resident Services Manager’s Report on the Pilot Citizens Advice Bureau Home Project – Phase 1

Councillor Victoria Silver declared a non pecuniary interest in the above item in that she was a Council representative on the Harrow Citizens’ Advice Bureau (CAB). She would remain in the room whilst this matter was considered.

197. Minutes

RESOLVED: That the minutes of the meeting held on 24 April 2013 be taken as read and signed as a correct record.

198. Public Questions, Petitions and Deputations

RESOLVED: To note that no public questions were put, or petitions or deputations received at the meeting.

RESOLVED ITEMS

199. Appointment of Vice-Chairman

RESOLVED: That Councillor Bob Currie be appointed as Vice-Chairman of the Forum for the Municipal Year 2013/14.

200. Tenants and Leaseholders Satisfaction Survey

An officer introduced Peter Davies, the Associate Account Director of BMG. The officer advised that the results of the survey were positive and the outcomes would be used to develop future plans.

Peter Davies outlined the methodology and main outcomes of the survey and made comments which included the following:

- different versions of the survey had been sent to general tenants, leaseholders and those living in sheltered accommodation. A reminder had been sent to sheltered tenants and leaseholders where they had not responded;
- repairs and maintenance were the most important attributes for respondents from all 3 categories;
- sheltered housing tenants were the most satisfied of the 3 categories with a satisfaction level of 84%. Overall 71% of all tenants surveyed were satisfied;
- generally tenants were more satisfied than leaseholders with the information provided by the housing department. 91% of tenants compared with 76% of leaseholders felt that Homing In was good at keeping them informed;
- only 30% of leaseholders were satisfied that the Housing service listened and then acted upon their comments and 28% were dissatisfied with this aspect. 51% of tenants were satisfied that their comments were listened to and acted upon;
- 71% of tenants were satisfied with the quality of their home and there was a variation in the level of satisfaction across different age groups. Only 52% of respondents under 45 years of age were satisfied compared to 84% of respondents over the age of 65;
- the vast majority of sheltered tenants had responded positively regarding their home and neighbourhood. The lowest satisfaction percentage was 77% satisfaction with the promotion of social activities. This was a common trend across surveys of this type in other areas;
- 72% of tenants were satisfied that their rent represented value for money and 11% were dissatisfied. The survey results from 2010 had shown that only 9% were dissatisfied;
- 81% of residents in sheltered accommodation were satisfied that their service charge reflected value for money;
- 61% of tenants were satisfied with how the Housing service dealt with anti-social behaviour compared with 32% of leaseholders;
- only 35% of leaseholders were satisfied with the final outcome of their contact with housing officers compared to 57% of tenants. Overall 50% of leaseholders were dissatisfied;
- in relation to repairs and maintenance, 43% of leaseholders were dissatisfied and 26% were satisfied while 67% of tenants were satisfied and 22% were dissatisfied.

Members of the Forum made a number of comments to which the officers and the representative from BMG research responded as follows:

- the survey results had been divided into 3 geographical areas; East, Central and West. It would be possible to break the data down into smaller areas, such as wards, but there would be a need to establish a minimum level of responses to ensure statistical validity;
- it was possible to provide information at the postcode level but the confidence level in the results would vary;
- the results in relation to repairs and maintenance were for both the previous and current contractors as the survey had been sent out in October 2012 and the new contractors had been appointed in July 2012.

A Member of the Forum commented that if survey results could be provided for geographical areas then officers would know where to target improvements.

RESOLVED: That the update be noted.

201. Housing Contractors

An officer introduced the following representatives from the housing contractors: John Pitts, Operations Director, Linbrooks; David Spooner, Supervisor, Linbrooks; Michael McCraith, Operations Director, Slade; Dermot Loughnane, Operations Manager, Slade and Don Lunan, Managing Director, Quality Heating. The officer advised that a representative from each of the contractors would make a short presentation.

John Pitts, Operations Director, Linbrooks made the following comments:

- Linbrooks had commenced the contract with the Council on 1 July 2013 and one of the main considerations had been collaboration and joint planning;
- good relationships had been established with housing officers and this had helped to ensure a smooth transition period;
- Linbrooks had adopted a common sense approach which included being proactive and reactive;
- investment had been made in the local community as local suppliers were used, an administration apprentice was being recruited and a branch office had been opened at the Travis Perkins site;
- there had been staff transfer issues initially and this had impacted on service delivery;

- the current feedback on the service was positive, all key performance indicators (KPIs) had been exceeded and there had been few recalls;
- the focus was on swift repairs for the customer and consideration was being given to a single dedicated phone line for the relevant Harrow Council tenants.

Dermot Loughnane, the Operations Manager for Slade made the following comments:

- Slade were a family run local business which had been based in Harrow over 30 years. 70% of its staff lived in Harrow;
- an apprentice had been taken on from the Harrow Skills Centre. A good relationship had been built with the Skills Centre and with the Harrow Construction Employment Advisor;
- there had been joint working to support the Harrow Food Bank and Slade supported local community events such as Under One Sky;
- a joint approach to mobilisation had been adopted to help ensure a smooth transition;
- monthly meetings were held with housing officers and TRA representatives to gain feedback and to understand resident needs;
- there had been some staff transfer and IT system issues but these had now been resolved;
- all the satisfaction KPIs were good and the results from the next tenants and leaseholders satisfaction survey would be of interest;
- a good service was being delivered by Slade and it was hoped that it was an improved service. Further improvements and enhancements to the service were being planned.

Don Lunan, the Managing Director of Quality Heating made the following comments:

- since 5 June 2013 Quality Heating had been receiving calls directly from tenants. To date there had been 109 calls which was average of 5.2 jobs per day;
- the advantages of direct calls included tenants receiving a faster seamless service, tenants being able to make contact by phone, text and email and tenants being able to build a relationship with Quality Heating;
- progress and performance were monitored through monthly appraisal meetings with housing officers.

The Chairman suggested that it would be beneficial for the contractors to be invited to attend the Forum on an annual basis.

A Member of the Forum commented that there had been a noticeable reduction in the number of tenant complaints since the new contractors had taken over.

A Forum Member asked about apprentices and the representatives of the contractors responded as follows:

- Linbrooks were recruiting an administration apprentice. It was hoped that a trade apprentice would be taken on but this had been delayed by the initial staff transfer issues;
- Slade currently had one apprentice who was due to complete their apprenticeship this year and had been given a permanent position. A new plumbing apprentice from Harrow Skills Centre would be starting in September and their apprenticeship would last 3 years;
- Quality Heating did not currently have any apprentices in Harrow but they did for other contracts. It was anticipated that an apprentice would be taken on in the next few months as larger projects developed.

A Forum Member commented that the targets for apprentices initially had been for 2 or 3 to be recruited in the first six months of the contract but that any progress was welcomed.

In response to a Member's question, an officer explained that Quality Heating was the easiest contractor to set up a direct phone line with because the diagnosis scope was small. It would be harder to establish a direct phone line for maintenance because of the variety of repairs and issues. Consideration would be given to a direct dial number for certain trades.

A Member raised the issue of service monitoring and commented that Members should receive copies of the contractor performance charts. An officer agreed to provide this information to Members.

RESOLVED: That the verbal updates be noted.

202. Resident Services Manager's Report on the Pilot Citizens Advice Bureau Home Visits Project - Phase 1

An officer introduced the report which provided the Forum with the findings and recommendations and lessons learned from Phase 1 of a project undertaken by Harrow Citizens' Advice Bureau (CAB) on behalf of Resident Services to visit tenants and leaseholders to establish their awareness of the implications of the forthcoming welfare reform changes and establish what sort of support and guidance they would like to be made available as a result. The officer and Jill Harrison, the Chief Executive of Harrow CAB made the following comments:

- phase 1 of the project was commissioned to help ascertain the level of work and resources required to plan and prepare for the likely impact of welfare reform on tenants and leaseholders. Some of the full details of the reforms, such as the timing of the full transition to Universal Credit, were still not known;
- the CAB were initially given information on 500 tenants and 100 leaseholders and then subsequently given a list of 346 tenants who would be affected by the bedroom tax;
- 366 tenants had completed a full survey but no leaseholders had responded;
- the pilot project had resulted in an additional 157 enquiries;
- the survey results indicated that two thirds of tenants were aware of the reforms and there was a higher than average lack of awareness of the changes in the Asian/British Asian ethnic group;
- there was no significant difference in awareness levels between the genders and those aged 16-24 were the least aware of the reforms;
- 14% of tenants wanted advice and support with budgeting. Discounts were the most popular incentive to encourage tenants to pay by direct debit;
- nearly 90% of tenants had a transactional bank account but approximately only 38% of respondents were using direct debits;
- 96% of respondents would prefer to continue to have their rent paid directly to the Council;
- a number of older people had been concerned that the welfare reforms would affect them as they had not realised that the majority of the reforms would not apply to those of a pensionable age;
- consideration should be given to offering financial capability training on an individual basis and the CAB was currently offering advice in phase 2 of the project to new council tenants;
- the CAB were willing to provide financial capability training to housing officers who had frequent dealings with tenants;
- consideration should be given to maximising the number of tenants paying by direct debit and to reporting the findings regarding the continuation of direct rent payment to the relevant authorities;
- work should be undertaken to mitigate the long term effects of the welfare reforms as changes to the arrangements would continue to be made until 2017;

- at present, phase 2 of the project had a cost of £5,000 for the quarter but had generated £14,000 in additional income for council tenants.

Members of the Forum asked a number of questions and raised various points, to which the officers and Chief Executive of CAB responded to as follows:

- 90% of tenants had access to a bank account which would allow a direct debit payment to be set up. Paying by direct debit would help to minimise the potential for rent funds being spent on other services or goods;
- there were concerns about the end of direct rent payments and the Council was looking to maximise payment opportunities for tenants. Payment by direct debit was encouraged at all available opportunities as it was the cheapest method and a third monthly payment date had been introduced;
- the lack of response from leaseholders was concerning and the incentive for participating in the survey was provision of individual advice and support by a CAB representative. It was possible that consideration would have to be given to material incentives for any future surveys;
- the CAB had not directly collaborated with other agencies as representatives had been able to provide any necessary support. If a particular welfare need was identified during the survey then the respondent was advised of any available specialist support;
- payment by direct debit would not be made compulsory and payment options would be offered;
- 700 council tenants would be affected by the benefit cap and there were approximately 11,000 individuals who had never previously had to pay council tax and would now be required to do so;
- some details of the welfare reforms were still being finalised and information would be made available when the details were known;
- the Council was making a contribution to the costs of phase 2 of the project as funds were available due to Housing Revenue Account reforms;
- 366 full surveys had been undertaken but there had been a large number of additional enquiries. Phase 2 included a tenant adviser working two days a week and during the project this adviser should be able to advise an additional 260 individuals or families.

A Member of the Forum commented that the survey was welcomed and that it was good that a proactive approach had been taken.

Another Forum Member suggested that a pilot offering financial advice and support to young people in schools could be offered.

RESOLVED: That the report be noted.

203. Head of Asset Management's Report

An officer introduced the report which set out a range of information and discussion items for the Forum's attention. The officer made comments including the following:

- Quality Heating had been taking calls directly from tenants since 5 June 2013 and housing officers were supporting this transfer. The call volumes would be reported to a future meeting of the Forum and a detailed plan would be developed in preparation for the winter months;
- the average void turnaround time was 11.5 days and the target was 14 days;
- a formal offer from British Gas for funding under the Green Deal to undertake energy efficiency works to reduce carbon emissions was awaited. It was anticipated that the offer would result in £6.5 million to be spent over a two year period. The benefit for tenants would be a long term reduction in fuel bills;
- the Grange Farm Estate Project was the largest single project to be delivered in 2013/14 and would include various works such as replacement of living room and bedroom bay windows and redecoration of communal areas. A pilot area would be completed by the summer to show the improvements which could be expected;
- there had been some delays with the procurement process as concerns had been raised that too few local contractors were being used;
- the Grange Farm Estate Project would be used as a pilot for a new system of customer journey mapping. It was anticipated that the mapping would be an effective way to measure levels of satisfaction with all elements of the project;
- the Value for Money Sub-Group had raised concerns regarding warranties and the information available to staff to know if works were covered by a warranty when they were processed as a responsive repair. This information was now available.

Members of the Forum raised a number of points and asked questions to which the officers responded as follows:

- officers would visit properties where problems with doors and locks had been raised. It was possible that some of the reported problems would still be under guarantee and this would be investigated;

- the void target turnaround time of 14 days was calculated from the date the key to the property was given to the contractor to the date the property was available to Resident Services. There was a void policy which specified the standard the property should be at before it was made available to a new tenant, which included that the property should be fit for habitation and in a reasonable state of decoration;
- the void turnaround time of 14 calendar days had been agreed and included the initial survey;
- it was accepted that additional work on void properties and the turnaround time was required. The average time for a re-letting of a void property, excluding those properties which were classified as long term voids, was 23.5 days. A full report on voids would be submitted to a future meeting of the Forum;
- where possible communal areas for residents were included in new developments. The Grange Farm Estate Project was an upgrade of the current facilities and building fabric and therefore it would be difficult to introduce new facilities there. There were resources to allow for facilities to be upgraded rather than enhanced. The new programme could be amended to include enhancements but there would be no income return on these;
- enquires would be made into the temporary facilities available at Grange Farm Estate and reported back.

RESOLVED: That the report be noted.

204. Resident Services Manager's Report and Feedback from Other Council Led Resident Involvement Activities

An officer introduced the report which set out a range of information for the Forum's attention and provided feedback to the Forum on a wide range of Council led service specific and service wide resident involvement activities. The officer made the following points:

- there had been monitoring of the implications of the welfare reforms and housing officers were working with colleagues to monitor the impact of the reforms on the Council's debt. There had been joint working to develop a corporate vulnerability criteria;
- approximately 160 people had attended a recent mutual exchange event and as a result 30 possible cases were being developed. It was anticipated that there would be some mutual exchanges in the immediate future;
- ongoing work to address fraud issues was progressing and two cases of sub-letting had been identified in the last two days. Two new

Housing Investigation Officers were being recruited using the Government tenancy fraud funding;

- 10% of tenants had responded to the Tenancy Agreement Review Consultation and the two main issues arising from the Review were parking and ownership and management of dogs. Crystal Mark Accreditation was being sought for the new tenancy agreements;
- housing officers would be sharing a stall at 'Under One Sky' with colleagues from the Community, Health and Wellbeing Directorate;
- the Estates in Bloom competition was being organised by the Resident Involvement Team and 5 associations and 10 sheltered blocks would be participating. The shortlisting would take place in late July and the final judging would be in early August;
- the committee members of the Leaseholder Support Group had been reappointed and officers would be supporting the group in reviewing its constitution;
- the tenant scrutiny panel had completed its review into six weekly reviews and the recommendations had been welcomed. It was suggested that the Chair of the Panel be invited to the next Forum meeting;
- consideration was being given to the future of the Harrow Federation of Tenants' and Residents' Associations (HFTRA) Scrutiny and Challenge Panel.

Members of the Forum raised various points and the officer responded as follows:

- evictions were a final measure and the Council evicted very few people;
- the level of interest in and attendance at the mutual exchange event was pleasing and it was possible that the welfare reforms had been a factor in this;
- future regular mutual exchange events were being planned and consideration was being given to incentives for mutual exchanges;
- resident involvement was a key priority for Housing officers and it was important to acknowledge the various different ways for residents to be involved. The post of Resident Team Leader was being made permanent and there would also be two additional staff who would work on resident involvement. The work would include considering suitable training opportunities for tenants;
- buildings insurance for blocks of flats was procured corporately and then charged to leaseholders. Home insurance was the responsibility

of individual tenants. The Council did not provide tenancy insurance because the premiums would outweigh any risk.

RESOLVED: That the report be noted.

205. Suggestions for agenda items for next meeting

The following items were suggested as agenda items for the next meeting:

- Report on rent arrears
- Report on the Future Affordable Housing Programme
- Report on Grants for Moves
- Report from the Chair of the Tenant Scrutiny Panel – Six weekly visits
- Update on Churchill Place Car Park .

206. Any Other Urgent Business

Churchill Place Car Park

A Member of the Forum requested an update on Churchill Place Car Park and it was agreed that the item would be considered at the next meeting.

207. Date of Next Meeting

Thursday 24 October 2013 – 2.00 pm.

208. Termination of Meeting

In accordance with the provisions of Committee Procedure Rule 14 (Part 4B of the Constitution) it was

RESOLVED: At 9.55 pm to continue until 10.10 pm.

(Note: The meeting, having commenced at 7.30 pm, closed at 10.07 pm).

(Signed) COUNCILLOR MRS CAMILLA BATH
Chairman

**REPORT FOR: TENANTS'
LEASEHOLDERS' &
RESIDENTS
CONSULTATIVE FORUM**

Date of Meeting:	11 December 2013
Subject:	Draft Housing Revenue Account Budget 2014-15 and Draft Medium Term Financial Strategy 2015-16 to 2017-18 Draft rent strategy for 2014-15
Key Decision:	No (but can be when considered by Cabinet)
Responsible Officer:	Simon George, Director of Finance and Assurance Paul Najsarek, Corporate Director of Community, Health and Wellbeing
Portfolio Holder:	Councillor Barry Macleod-Cullinane, Deputy Leader and Portfolio Holder for Adults & Housing Councillor Tony Ferrari, Portfolio Holder for Finance
Exempt:	No
Decision subject to Call-in:	No (but can be when considered by Cabinet)
Enclosures:	Appendix 1 – HRA Budget 2014-15 Appendix 2 – Average Rents & Service Charges (Tenants)

Section 1 – Summary

This report sets out the assumptions currently used in constructing the draft Housing Revenue Account (“HRA”) Budget for 2014-15 and the draft medium term financial strategy (MTFS) to 2017-18 to be considered by Cabinet on 12th December 2013.

Recommendations:

To note the report and considerations in formulating the draft HRA budget and provide feedback to Cabinet to assist in the decision making process.

To consider the draft strategy for setting rents for 2014-15 and to recommend that Cabinet agree the proposed strategy.

Reason: (For recommendation)

To consult on proposals to be considered by Cabinet in setting the HRA budget for 2014-15.

Section 2 – Report

Introductory paragraph

The Council has a statutory obligation to agree and publish the HRA budget for 2014-15. The MTFS to 2017-18 sets out the indicative income and expenditure for the HRA for this period and shows how the income collected will be spent in the management and maintenance of the Council's stock and in meeting its landlord obligations. The MTFS indicates a sustainable position in the medium term, consistent with the 30 year HRA business plan approved by Cabinet in June 2013.

The budget and MTFS also includes, for the first time in decades, the costs associated with commencing a programme of building 50 new properties for rent within the HRA, as approved by Cabinet in June 2013. The new housing is currently programmed to comprise 40 new 3-bed properties for rent, and a further 10 3-bed shared ownership properties, all to be built on existing garage and/or infill sites. This has been made possible as a result of the additional resources freed up by self financing, and is, we hope, the start of a longer term programme of the Council building new housing within Harrow.

The HRA budget proposed reflects the costs of delivering services at current levels and takes account of areas of identified pressures and savings. It builds on the HRA forecast outturn position at Period 6 (to be reported to Cabinet 12 December 2013).

The key assumptions that continue to underpin the financial strategy are set out in the following sections.

Consultation

1. Under s.105 of the Housing Act 1985, the Council is required to maintain arrangements as it considers appropriate to enable secure tenants to be informed and consulted about housing management matters which substantially affect them. However, rent and other charges for facilities are specifically excluded from the definition of housing management, therefore there is no statutory requirement to consult secure tenants on proposed rent changes. The Council has however, always consulted through the Tenants Leaseholders and Residents Consultative Forum (TLRCF).
2. The Tenants' Leaseholders and Residents Consultative Forum (TLRCF) have the remit to consider and submit observations to Cabinet on the annual HRA budget and in particular on the consequent rent implications.

3. The current policy of continuing the Government's rent convergence process was considered by TLRCF in March 2011 and this remains the policy assumed for the purposes of setting the 2014-15 budget. The government is currently consulting on proposals to change national social housing rent policy which could cease rent convergence before all properties have converged and thus impact on future years, but 2014-15 would be unaffected. For the purposes of the MTFs projections, we have assumed that the national policy would change following the consultation process, but would anticipate reviewing our projections once the final outcome of the consultation is known. Feedback from this meeting will be verbally reported to Cabinet on 12th December in order that the views of TLRCF can be taken into account in the consideration of the draft HRA budget.

Balances

4. HRA Balances are currently forecast to be £3.8m at the end of March 2014. The draft budget estimates that balances in the region of £4.6m will remain at the end of March 2015, partly due to the assumed use of receipts from RTB sales to fund capital expenditure, which has resulted in a reduced need for contributions from revenue. In addition, increased depreciation charges in the last two years have already had the effect of moving resources out of the revenue account and into the Major Repair Reserve for capital funding purposes, meaning less contributions from revenue are now required.
5. Over the period of the draft MTFs, balances are estimated to increase to around £6.6m, or 20% of gross annual income. Decisions regarding future levels of balances need to be taken in conjunction with considerations around future levels of capital investment, availability of Right-to-Buy receipts for use in the HRA, the Council's plans for new affordable housing as these become more developed, and the potential impact of welfare reform as the proposals are phased in. It is felt that a prudent minimum level of balances would be in the region of 5-7% of gross income, approximately £1.5 - £2.0m in today's prices, though this will depend on the level of risk at any given point and will need to be reviewed periodically.

Income

Dwelling rents

6. Current Government policy intends that by the end of 2015-16 similar properties in the same area will have similar rents even if owned by different social landlords. The aim is to deliver fairer rents, and greater transparency and choice for tenants. This is generally referred to as rent convergence. The government, however, is currently consulting on proposals to change national rent policy from 2015-16 onwards, and therefore 2014-15 may be the last year that rents continue to be set on the current basis.
7. The rental strategy approved by Cabinet and Council in March 2011, was based on a continuation of Government rent policy which assumes individual rents will increase annually by no more than RPI + 0.5% + £2, and we have assumed that this would apply for 2014-15, though this will be subject to consultation. At the time that this year's budget was set, it was assumed that RPI would be 2.5%, but the September 2013 RPI figure which must be used to set 2014-15 rents was actually 3.2%.

8. As indicated above, we have assumed that current rent policy would be followed for 2014-15, i.e. rent convergence. This results in an average rent increase of 5.1% in 2014-15, meaning an average rent of £112.43 per week (the 2013-14 current average is £107.00). Average rents and service charges under the existing strategy are detailed in appendix 2.
9. Given that the government is consulting on proposals to change the way in which rent increases are calculated from 2015-16 onwards, alternative options for rent setting in 2014-15 have not yet been considered as we have been focusing on the longer-term implications of these proposals. Given that the consultation commenced on 31st October, there has not yet been time to formulate a response. We anticipate drafting a response shortly and will undertake a virtual consultation exercise in respect of the proposals and our response to them.

Right-to-Buy sales

10. There have been eleven sales under Right-to-Buy as at the end of quarter 2 (September) 2013-14 as a result of new discounts and a further nine sales are anticipated by the year end. A stock level of 4,931 at the start of April 2014 is therefore assumed. It is envisaged the HRA will continue to be viable if Right-to-Buy sales continue at these levels. There is potentially a risk issue if we experience a sustained increase in sales.

Service charges: Tenants & Leaseholders

11. Tenants who benefit from specific estate based services will pay a charge to the Council on a weekly basis in addition to their weekly rent charge. This service charge will increase by 3.7% on average resulting in an average weekly charge of £2.85 (2013-14 current service charge £2.75), an increase of £0.10 on the current weekly charge.
12. Leaseholders are no longer charged an estimated service charge but are invoiced annually by the end of September for the previous financial year, based on actual recovery of costs (resulting in the leasehold financial year spanning the 30th Sept to 31st August rather than the financial year of 1st April to 31st March). Leaseholders are required to settle these invoices within 30 days, but in practice the challenge process and the payment options available to leaseholders results in some leaseholders not settling their accounts until well into the following financial year. The total income expected to be recovered from leaseholders in 2014-15 (excluding s20 income in relation to capital schemes) is £489k and reflects the recovery of costs associated with estate based costs, communal lighting, repairs, ground maintenance, insurance premiums and administration charges.

Other income

13. Historically other rental income from garages, car parking, and facilities charges are recommended to increase by an annual percentage, consistent with fees & charges across the Council. The charge for garage rents has been held since 2011-12 pending finalisation of the Garage Strategy Review. Given that the review has been stalled for some time (with the exception of developing infill opportunities), we are proposing to continue this policy by freezing rents for HRA garages and car parking pending finalisation of the review. We anticipate that the outcome of the Garage Strategy Review may include alternative pricing strategies

for garages and car parking, and that a further report will be presented following completion of this work.

Expenditure

Employee Costs

14. The HRA budgets are based on the staffing establishment, and assume a pay increase of 1% in 2014/15, and 2% annually thereafter.
15. Salary allocations between the HRA and the General Fund have been reviewed but no changes are currently necessary.

Utility Costs

16. These budgets have been uplifted in 2014-15 by 10%, 5% subsequently, as this is the corporate assumption on the general level of increases for utilities costs.

Central Recharges

17. The costs of central recharges have currently been assumed to increase by 1.5% pending finalisation of the recharges figures.

Repairs

18. Repairs budgets are largely unchanged from the original estimates, with some minor variations between budgets.

Charges for Capital

19. Capital charges to the HRA are assumed to continue to be charged at the rate of 4.2978% of the HRA borrowing from the General Fund of £149.6m.
20. As part of the ongoing business planning activity, consideration will be given to the ability to repay debt, and to reduce capital charges to the HRA. Interest rate risk is one of the key risks associated with the longer term planning of the HRA finances, and whilst the risk is relatively small as the loans pool is predominantly comprised of long-term fixed rate loans, the main risk will be as a result of the rates available as existing loans are re-financed on maturity.
21. Interest on HRA balances, including the Major Repairs Reserve are expected to be earned at a rate of 0.73% for 2014-15.

Capital Investment

22. The HRA capital programmes for 2014-15 to 2016-17 are as approved by Cabinet in February 2013, with the addition of the budgets for new affordable housing approved by Cabinet in June 2013. The capital programme for 2017-18 is as per the approved business plan (Cabinet June 2013).
23. To ensure an element of flexibility within the housing investment programme, Housing Services propose to use the scheme of delegation to implement variations to the HRA Capital programme within agreed limits and following appropriate consultation, to meet the requirements of the Housing Asset

Management Strategy and ensure delivery against programme can be maximised. As is currently the case, the HRA Capital programme would continue to be funded from HRA revenue resources, and therefore any such variations would not affect the Council's borrowing position or General Fund resources.

Impairment Allowance

24. Current tenant arrears continue to reduce. However, whilst a number of payment arrangements have been agreed for former tenant arrears, former tenant arrears remain high and require a significant level of provision. The continuing welfare benefit changes are likely to have an impact on arrears, although it is difficult to quantify at this stage. The annual increase in the provision is budgeted to rise from its 2013-14 level of £300k to £400k in 2014-15 to reflect the expected impact of the welfare changes, then dropping to £300k per annum in subsequent years.

General Contingency

25. In addition to the HRA balances, an annual amount of £200k is set aside to cover unforeseen expenditure that may arise in the management and maintenance of the housing stock.

Summary

26. The HRA Budget and MTFs detailed in Appendix 1 continues to reflect the significantly improved position reported in last year's budget as a result of HRA reform. The 30-year HRA business plan approved by Cabinet in June 2013 has been used as the framework within which this budget has been developed, and the outcome of the budget process will be used to re-state the business. Current forecasts suggest that significant balances are likely to be generated within the HRA over the period of the business plan, depending on expenditure and income decisions made in the future, with current levels of projected investment expenditure being fully funded over this period. This remains an extremely positive position for the Council to be able to report and will enable the Council to meet both the challenges faced by the service from the Government changes and the increasing expectations of its tenants and Members.

Financial Implications

27. Financial matters are integral to this report

Equalities Implications

28. Pursuant to the Equality Act 2010 ("the Act"), the council, in the exercise of its functions, has to have 'due regard' to (i) eliminating discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act; (ii) advancing equality of opportunity between those with a relevant protected characteristic and those without; and (iii) fostering good relations between those with a relevant protected characteristic and those without. The relevant protected characteristics are age, race, disability, gender reassignment, pregnancy and maternity, religion or belief, sex and sexual orientation. The duty also covers marriage and civil partnership, but to a limited extent.

29. When making decisions, the Council must take account of the equality duty and in particular any potential impact on protected groups. The equality impacts of the

recommended rent increase option will be assessed via an Equalities Impact Assessment being undertaken, and the results being incorporated in the February Cabinet. This will take account of the ongoing implications for tenants of welfare reform and the single room subsidy benefit changes. Overall there is no proposed change to the current rent policy.

Risk Management Implications

30. The key risks which should be highlighted, and which are referenced in the main body of the report, are those associated with the changes in the RTB arrangements and, for the longer HRA business plan, interest rate risk. Whilst these are real risks to the HRA these are not considered to be significant in the short term.

31. These risks are detailed on the Housing risk register.

Section 3 - Statutory Officer Clearance

Name: Dave Roberts	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 28 November 2013		
Name: Paresh Mehta	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 28 November 2013		

Section 4 - Contact Details and Background Papers

Contact:

Dave Roberts, Housing Finance Business Partner
Direct 0208 420 9678

Background Papers: None

Appendix 1
HRA Budget 2014-15 and MTFS 2015-16 to 2017-18 – Expenditure

All figures in £s	Budget 2014-15 (proposed)	Budget 2015-16 (proposed)	Budget 2016-17 (proposed)	Budget 2017-18 (proposed)
Operating Expenditure:				
Employee Costs	2,435,160	2,461,850	2,489,060	2,516,800
Supplies & Services	913,260	844,020	858,900	874,080
Utility cost (Water & Gas)	642,000	669,550	698,380	728,560
Estate & Sheltered Services	2,744,290	2,870,650	2,934,640	3,000,300
Central Recharges	3,439,750	3,522,580	3,607,400	3,694,270
Operating Expenditure	10,174,460	10,368,650	10,588,380	10,814,010
Repairs Expenditure:				
Repairs - Voids	874,390	881,770	899,410	917,400
Repairs - Responsive	3,192,790	3,257,900	3,323,060	3,389,520
Repairs – Other	2,380,430	2,430,360	2,481,250	2,533,110
Repairs Expenditure	6,447,610	6,570,030	6,703,720	6,840,030
Other Expenditure:				
Contingency - General	236,280	233,310	234,170	238,850
Investment in Services	223,750	208,780	193,560	197,430
Impairment allowance	400,000	300,000	300,000	300,000
RCCO	-	-	1,871,930	2,437,360
Affordable Housing	300,000	100,000	100,000	100,000
Grants to Move	162,870	161,450	159,320	157,130
Charges for Capital	6,399,900	6,400,420	6,375,700	6,331,680
Depreciation	6,588,880	6,562,260	6,535,640	6,509,020
Other Expenditure	14,311,680	13,966,220	15,770,320	16,271,470
Total Expenditure	30,933,750	30,904,900	33,062,420	33,925,510

Appendix 1 (continued)
HRA Budget 2014-15 and MTFS 2015-16 to 2017-18 - Income

All figures in £s	Budget 2014-15 (proposed)	Budget 2015-16 (proposed)	Budget 2016-17 (proposed)	Budget 2017-18 (proposed)
Income				
Rent Income – Dwellings	(28,604,450)	(29,268,970)	(29,953,630)	(30,633,000)
Rent Income – Non Dwellings	(711,100)	(714,530)	(718,090)	(721,790)
Service Charges – Tenants	(1,172,240)	(1,198,990)	(1,226,500)	(1,239,890)
Service Charges – Leaseholders	(488,550)	(500,770)	(513,420)	(526,520)
Facility Charges (Water & Gas)	(561,840)	(590,180)	(617,990)	(647,130)
Interest	(3,600)	(3,600)	(3,600)	(3,600)
Other Income	(81,230)	(82,480)	(83,780)	(85,130)
Recharge to General Fund	(163,000)	(163,000)	(163,000)	(163,000)
Total Income	(31,786,010)	(32,522,520)	(33,280,010)	(34,020,060)
In Year Deficit / (Surplus)	(852,260)	(1,617,620)	(217,590)	(94,550)
BALANCE brought forward	(3,808,036)	(4,660,296)	(6,277,916)	(6,495,506)
BALANCE carried forward	(4,660,296)	(6,277,916)	(6,495,506)	(6,590,056)

Average Rent & Service Charges

Appendix 2

Description	No. units	2013-14 Total Weekly Charge	2014-15 Rent	2014-15 Service Charge	2014-15 Total	Increase £
Bedsit bungalow	20	£98.36	£100.83	£2.57	£103.40	£5.04
1 Bed bungalow	116	£108.63	£111.97	£2.17	£114.14	£5.51
2 Bed bungalow	25	£124.22	£126.81	£3.38	£130.19	£5.97
Bedsit flat	84	£85.33	£85.67	£3.87	£89.54	£4.21
1 bed flat	1,222	£94.64	£95.98	£3.40	£99.38	£4.74
2 bed flat	819	£107.53	£109.36	£3.90	£113.26	£5.73
3 bed flat	45	£118.08	£119.77	£4.55	£124.32	£6.24
1 bed Maisonette	6	£88.62	£92.41	£0.39	£92.80	£4.18
2 bed Maisonette	53	£106.86	£108.94	£3.56	£112.50	£5.64
3 bed Maisonette	46	£118.74	£120.81	£4.08	£124.89	£6.15
4 bed Maisonette	1	£125.76	£132.41	£0.00	£132.41	£6.65
2 bed Parlour House	34	£118.75	£123.66	£1.19	£124.85	£6.10
3 bed Parlour House	543	£131.51	£136.47	£1.65	£138.12	£6.61
4 bed Parlour House	57	£142.39	£147.21	£2.31	£149.52	£7.13
5 & 6 bed Parlour House	10	£151.80	£158.05	£1.14	£159.19	£7.39
2 bed Non Parlour House	521	£115.74	£119.74	£1.94	£121.68	£5.94
3 bed Non Parlour House	745	£126.77	£131.25	£2.07	£133.32	£6.55
4 bed Non Parlour House	31	£140.60	£144.40	£2.92	£147.32	£6.72
5,6 & 7 bed Parlour House	6	£154.35	£158.74	£1.11	£159.85	£5.50
Sheltered bedsit	55	£86.32	£87.42	£2.56	£89.98	£3.66
Sheltered – other units	501	£93.08	£94.15	£3.08	£97.23	£4.15
Total	4,940	£109.75	£112.43	£2.85	£115.28	£5.53

The average charge during 2013-14 was £109.75 per week comprising £107.00 rent and £2.75 service charge compared to the budgeted £106.88 and £2.74 per week respectively.

The rent increase for 2014-15 is based on the continuation of rent convergence, i.e. a maximum of Retail Prices Index (RPI) plus 0.5% plus £2 for any individual property. This yields an average rent of £112.43 and an average service charge of £2.85 per week, representing an average increase of 5.1% and 3.7% respectively.

**REPORT FOR: Tenants', Leaseholders
and Residents'
Consultative Forum**

Date of Meeting: 11 December 2013

Subject: Affordable Housing Programme
update – Report by Housing
Partnerships and Strategy Manager

Responsible Officer: Lynne Pennington
Divisional Director of Housing

Exempt: No

Enclosures: None

Section 1 – Summary

This report provides a progress update on the proposed Affordable Housing Programme.

RECOMMENDATION: Comments are requested, particularly on how TRA's would like to be involved in the consultation process for the infill development programme and estate regeneration study.

Section 2 – Report

1. Introduction

- 1.1 On 20 June 2013, Cabinet approved the first phase of an Affordable Housing Programme which will see:
- the development of new housing for affordable rent and sale being developed on vacant or under utilised HRA land/assets such as garage sites, funded partly through the additional income being generated in the HRA as a result of self financing and partly through other resources held by the Council specifically for the purpose of delivering additional affordable housing;
 - Detailed regeneration feasibility studies being taken forward on HRA housing estates where an initial assessment indicates there is viable potential to develop additional new homes.
- 1.2 A financial assessment was carried out to see what capacity the HRA has to enable a new build affordable housing programme to be taken forward. The modeling suggested that the HRA could afford to develop up to 150 properties over the next 5 years by using a combination of S106 receipts, other capital receipts, RTB receipts and revenue contributions. There is already financial capacity to deliver around 50 new homes over the next two years. Once these new homes are completed immediate positive net cash flows will be generated for the HRA and this will contribute to increased balances over the 30 year period of the Housing Business Plan.
- 1.3 HFTRA were briefed on the proposals in July 2013 and discussions took place on the best way to ensure that local residents are involved in taking forward both of the above projects. This report provides a progress update on the projects for TLRCF.

2. First Phase Infill Development programme

- 2.1 Identification of infill development opportunities has been undertaken using a number of methods, including examination of detailed site plans and estate boundaries, digital mapping and including discussions with Council Housing and Planning Officers. Potential garage sites had already been identified by the Garage Strategy Steering Group. Opportunities for developing around 150 new homes were identified.
- 2.2 These sites were then prioritised using the following criteria to produce a first phase programme of 50 new homes:
- Sites not currently occupied or which can achieve vacant possession quickly;

- Sites where initial checks indicate there are no rights of access issues;
- Sites where initial checks suggest there are unlikely to be problems arising from previous uses e.g. contamination, flood risk, conservation, ecology etc;
- Initial planning advice supports development;
- Exclusion of sites that can only accommodate 1 unit which are likely to be significantly more expensive to develop on a per unit basis.

2.3 Detailed site investigations are being undertaken and the sites currently proposed for detailed design options are:

Site	Estate	Ward	Potential Unit type	No of potential units
Garages 5-52, Stuart Ave	Eastcote Lane	Roxbourne	House	8 plus
Garages 1-16, Atherton Place	Harrow View	Headstone South	House	2 + undercroft = 3
Garages 1-23, and land at Chichester Court	Chichester Court	Queensbury	Flats	18+
Demolished garages 1-14, Chenduit Way	Cottesmore	Stanmore Park	House	5
Land at Moelyn Mews, off Elmgrove Road	Elmgrove	Greenhill	House/Flats	3
Garages 20-23, The Heights	Northolt Park	Roxeth		2
Garages 1-10, Binyon Crescent	Woodlands	Stanmore Park	House	2
The Middleway, vacant site	Weald Village	Wealdstone	House	2
Total potential units				43
Reserve Schemes				
Land at Holsworth Close	Kingsfield	Headstone South	House	4

2.4 Officers are currently in the process of appointing architects to start the design option process to enable the submission of planning applications and the appointment of building contractors.

Proposed consultation with local residents and Ward Councillors

2.4 Once the architects are appointed, meetings will be arranged with estate residents and Ward Councillors to discuss the potential design options for each of the sites above. Where sites are identified for potential shared ownership schemes, interested tenants who have

expressed an interest in buying a home will also be invited to participate in the design process. It is anticipated these meetings will start in the New Year.

3. Estate Regeneration

3.1 Consultants were appointed in December 2012 to assess initial estate regeneration opportunities for the Council's existing 73 defined estates using a bespoke financial viability model. This was a desktop exercise to assess the potential to redevelop existing estates at higher density to provide additional housing and replace poorer quality estates which may not be sustainable in the long term with new higher quality housing in an improved setting.

3.2 This study concluded that many of the Council's estates are not suitable for redevelopment because the Council now owns less than 60% of the homes and/or because there is limited potential for redevelopment at a higher density.

3.3 A provisional shortlist of estates was identified where partial or full redevelopment may be financially achievable and create opportunities to increase the level of housing, including additional affordable housing. On some estates, the majority of new homes developed would need to be for private sale to produce a viable business plan. In some cases additional funding would be needed to allow them to break even as was the case with the Rayners Lane and Mill Farm regeneration schemes. These will require consideration of different delivery models to ascertain the optimum solution. The short listed estates approved by Cabinet are:

Pinner Hill – Howards and Deacons Close
Pinner Green – Hazeldene Drive and Pinner Green flats
West End Lane - Dickson Fold
Brookside Close
301 Pinner Road
Former Brent Houses – Amy Johnson Court
Alexandra Avenue
George V Avenue

3.4 In addition it is now also proposed to include the Grange Farm estate within the shortlist to enable a more detailed long term assessment of its potential for regeneration.

3.4 PRP architects were appointed in November 2013 by an officer panel which also included HFTRA, to carry out the detailed feasibilities for each estate. These will involve design options being developed for each estate in consultation with residents and then assessing costs and funding options to decide whether they should be taken forward. HFTRA were involved in the appointment of PRP architects.

Proposed consultation with local residents and Ward Councillors

- 3.5 Estate residents and Ward Councillors will be invited to participate in the detailed feasibility study process following the best practice principles already established for the Mill Farm and Rayners Lane estate regeneration schemes. The first meetings are in the process of being set up.
- 3.6 At this stage no decisions are being taken forward to demolish and regenerate either part or all of the short listed estates and this will be made clear in all communications with estate residents.

Financial Implications

There are no financial implications to this report. For information, at its meeting on the 20th June 2013 Cabinet approved expenditure from HRA reserves, HRA capital receipts and the Council's Affordable Housing Fund of up to £6.5m to fund the development of the First Phase Affordable Housing Programme. Funding is also set aside to enable the detailed estate regeneration feasibilities to be taken forward.

Equalities Implications

An Equality Impact Assessment was carried out for the Housing Strategy approved by Cabinet in April 2013. The development of additional affordable housing has an overall positive impact on a number of protected characteristics.

Name: Dave Roberts	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 22 November 2013		

Contact Details and Background Papers

Contact:

Alison Pegg
Housing Partnerships and Strategy Manager
Tel: 020 8424 1933
Email: Alison.pegg@harrow.gov.uk

Background Papers:

Cabinet report 20 June 2013 plus appendices which can be found on pg 61 at <http://www.harrow.gov.uk/www2/documents/g61429/Public%20reports%20pack%20Thursday%2020-Jun-2013%2018.30%20Cabinet.pdf?T=10>

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**REPORT FOR: Tenants, Leaseholders
and Residents
Consultative Forum**

Date of Meeting: 11 December 2013

Subject: Housing project updates:
Communications Plan, Grants to Move,
Mobile and flexible working

Responsible Officer: Lynne Pennington
Director of Housing

Portfolio Holder: Cllr Barry Macleod-Cullinane, Portfolio
Holder for Housing

Exempt: No

Enclosures: None

Section 1 – Summary and recommendations

Recommendations:

TLRCF are asked to note the contents of the report and make comments on the updates given, particularly in relation to communications plan for 2014/15

Reason: (For recommendation)

To ensure TLRCF is aware of progress to date in these areas and has the opportunity to influence future priorities.

Section 2 – Report

A. Communications Plan - context

- 2.1 A communication plan was set up at the start of the year to support the priorities in the Housing Ambition Plan for 2013-14. It focuses on how we can best use tools such as print, direct communication, posters, emails, news media, social media and lobbying to deliver key messages to tenants, leaseholder, residents and other partners.
- 2.2 The plan incorporated the then corporate priorities and has been reviewed in the light of the cleaner, safer, fairer objectives of the current administration. It aims to build the reputation of the Housing department and includes four mini campaigns focussing on: getting closer to the customer, housing solutions for those most in need, selling our services and the improvements and repairs service (asset management).
- 2.3 Resident consultation is used to test the effectiveness of proposed messages and to get feedback to influence future initiatives.
Mechanisms include:
 - a. Housing Editorial Board, which meets monthly to review text and design for proposed publications, leaflets and posters. (There are 4 resident representatives and up to 9 officer members at present.)
 - b. Surveys – e.g. the 2012 STAR survey showed that 91% of tenants read Homing In, the tenants & leaseholders' magazine
 - c. Other evaluation methods e.g. events, pilots, new initiatives and via focus groups
 - d. Calls for feedback via Homing In, letters to tenants and leaseholders etc.

B. Communications activity – April 2013 to date

- 2.4 There has been extensive communications activity carried out this year and to summarise this includes:
 - a. Introduction of a monthly letter to tenants/ leaseholders – a short, simple, personally addressed letter which goes out in the months in which Homing In is not produced, and when there are service updates to convey.
 - b. Continued use of Homing In as the main quarterly news magazine for tenants and leaseholders for service issues, events and action items
 - c. Use of well-designed, printed leaflets to communicate key issues e.g. changes to the allocations scheme, grants to move, proposed new tenants' charter, Help to Let
 - d. Increasing use of internet/ web as a resource for information, self-help and a way for customers to report/ respond to events and receive updates.
 - e. Facebook page called 'Resident Involvement Harrow' was developed in August and has 39 likes so far.

- f. Promoting the value of using My Harrow in Homing In and letters to tenants/ lease holders (and piloting signing up new tenants and measuring how many have email accounts.)
 - g. Public events offering information/ advice e.g. drop ins on housing choices, helping you in tough times, mutual exchanges, private landlord forums.
 - h. Enclosures in rent statements e.g. as part of our anti-fraud campaign, we are offering a Key Amnesty in November 2013, and the use of posters on housing and community noticeboards to highlight key messages.
- 2.5 We have continued to issue press releases on items of news and, for example, received lots of television, radio and newspaper coverage of the Grants to Move launch in October.
- 2.6 We have promoted selling our services, for example, Help2Let/ Buy2Lease information leaflets are sent to all landlords who enquire about services and we advertise in Harrow People. Email newsletters go out to landlords on our database to update them on our services. We host two Landlord Forums a year in spring and autumn to supplement this activity.
- 2.7 There has been an increase in communications activity to support asset management initiatives including: working with contractors to support key messages (e.g. letters to tenants / leaseholders regarding calling Quality Heating direct, and the Linbrook Wates brand change), joint work on events to mark the start or end of projects and general activity to ensure consistent use of housing branding on all external communications.

C. Communications activity for 2014 / 15

- 2.10 During 2014/15 we would anticipate once again using a range of communication tools and mini campaigns to support the priorities in the next Housing Ambition Plan.
- 2.11 It would be helpful to hear TLRCF's comments on communications activity for the year to date, in order to feed into the next Housing Communications Plan (2014-15).

D. Grants to Move scheme update

- 2.12 The Grants to Move scheme launched on 30 September 2013 offering council tenants grants to vacate their council home and move in one of three ways:
- 1) Downsizing to a smaller council or housing association property
 - 2) Moving to a private rented property
 - 3) Buying a home privately
- 2.13 The scheme is entirely voluntary and officers offer support and advice to prospective movers, and carry out checks to ensure the proposed moves are sustainable in the longer term, and that they meet the

objective of freeing up homes to be allocated to households in high priority need.

- 2.14 To date 2 private rented moves have been completed. Both released two bedroom properties and the tenants who moved were relocating for family reasons.
- 2.15 There are currently 6 home ownership grants in the pipeline and a further 4 potential moves to private rented accommodation. Officers continue to work with tenants wanting to downsize, although there have been no moves yet under the enhanced scheme offered as part of the Grants to Move launch.
- 2.16 Officers propose to carry out further publicity for the Grants to Move scheme in January/ February 2014 and we are recruiting another officer to help follow up on enquiries. We will also review how the scheme is working after 6 months (end March 2014), to consider whether any adjustments are required to the way it works.
- 2.17 Members of TLRCF are invited to make comments on the Grants to Move scheme.

E. Housing premises move and Mobile and Flexible working

- 2.18 As part of a Council – wide project the Housing Department moved offices from Civic 2 to the Civic 1 building. The moves were phased over the period September to December 2013, and the offices are modern, flexible, open plan spaces that offer a better working environment than previously.
- 2.19 The Housing Reception area has also moved to the main Civic Centre building and now operates from the Access Harrow reception area. The new reception area is more spacious and offers better facilities than before. Customers are seen on an appointment basis, supported by a customer management system, and there are computers and telephones available for self service as required.
- 2.20 As well as office relocations, the project has enabled the provision of more up to date IT equipment to support mobile and flexible working. This should enable officers to work remotely, from home and from housing sites if this better suits their work.
- 2.21 The intention is that we work more effectively and save money on office and travel costs, as well as having more time to spend out on the estates and being more visible to customers.
- 2.22 Officers are still working on an action plan to make the best of the new technology and the potential for new ways of working. We will incorporate these in the next Housing Ambition Plan and report back to tenants, leaseholders and residents on their progress.
- 2.23 TLRCF are asked to note the progress in the office moves/ mobile and flexible working project and make comments on the project to date.

Section 3 - Financial Implications

- 3.1 There are no financial implications arising from this report.
- 3.2 For information, there is provision of £44,000 in the HRA to cover officer time in the Communications Team spent supporting and delivering the Housing Communications Plan. There is provision of £250,000 in the HRA and £256,240 capital in 2013/14 and 2014/15 to support the Grants to Move scheme. The costs of the office relocation, mobile flex project and IT upgrade have been met partly by the HRA and also by the corporate mobile flex and IT refresh budgets.

Risk Management Implications

- 3.3 There are risk registers for the Grants to Move scheme and for the Mobile Flex/ Office Relocation budgets, which are reviewed regularly.

Equalities implications

- 3.4 Equalities impact assessments were carried out for the reception moves and the mobile and flexible working projects, and were able to demonstrate improved access and facilities for people covered by the protected characteristics. The communications plan includes consideration of equalities and diversity.

Section 4 - Statutory Officer Clearance

Name: Dave Roberts	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 28 Nov. 13		
Name: Paresh Mehta	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 28 Nov 13		

Section 5 - Contact Details and Background Papers

Contact:

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Housing Partnerships & Strategy Service Manager

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Jane.Fernley@harrow.gov.uk

Background Papers:

Grants to move information – www.harrow.gov.uk/grants2move

**REPORT FOR: Tenants', Leaseholders'
and Residents'
Consultative Forum**

Date of Meeting:	11th December 2013
Subject:	Resident Services Manager's Report and feedback from other Council led Resident Involvement Activities
Responsible Officer:	Lynne Pennington Divisional Director of Housing
Exempt:	No
Enclosures:	None

Section 1 – Summary

This joint report sets out a range of information items that the Head of Resident Services would like to bring to the attention of the Tenants', Leaseholders' and Residents' Consultative Forum and provides feedback to TLRCF on a wide range of Council led service specific and service wide resident involvement activities.

Recommendation

That the content of this report be noted

Section 2 – Report

1. Introduction

1.1 Key service priorities continue to be progressing with an emphasis on:

- Welfare reform implications for Resident Services
- Finalisation of the resident Services “Getting Closer to the Customer” restructure

2.0 Updates from previous discussions and new items for information

2.1 Leasehold Services

2.2 Performance

2.3 The pace of Right to Buy applications and sales continues. Since April 2013, 46 Right to Buy applications have been received and 17 properties have been sold.

2.4 The Leasehold Team has worked hard to collect service charge and major work debt during the second quarter. As a result £49,192 service charge debt and £83,055 major work arrears was collected during the second quarter of the year. The Team continues to encourage leaseholders who are experiencing difficulty, to make contact so that affordable payment plans can be agreed to reduce their debt.

2.5 Information

2.6 The 2012/13 annual service charges were sent out during the week commencing 23rd September 2013. Approximately £400,000 was billed. This year we have encouraged leaseholders to pay by direct debit as this helps to make the payments manageable for leaseholders and, carries the most cost effective collection solution for the Council.

2.7 Housing Management

2.8 Performance Income Management

2.9 Over the summer we saw a seasonal increase in arrears materialise in addition to the impact of Welfare Reform.

2.10 The level of arrears as at the end of quarter two 2013 stands at £496k compared with £461k at the same time last year. This figure was calculated immediately prior to direct debit run which would result in a credit of approximately £24k (£472). Our income collection rate continues to improve and, at, 97.72% performance is currently in the top quartile for levels benchmarked across other London Boroughs. Detailed analysis of the impact

of spare room subsidy is on-going and resources targeted at those cases require intensive support.

2.11 The Housing Service has been working with corporate colleagues to finalise a Corporate Debt Policy to assist those who are in difficulty with paying their bills. The policy links the specific recovery policies for the different income types to the council. The policy has just been through a consultation period which finished at the end of November 2013. When the policy is finalised our Housing Officers will welcome the cross-reference corporate approach to collecting debt owed to the council. Council Tax, Housing, Business Rates, Sundry Debts and Parking CPN services have all contributed to this policy.

2.12 Performance Tenancy Management

2.13 Home Fire Safety: A number of London Boroughs and welfare organisations have in place, or are developing, 'Sanctuary Projects' to assist individuals or families who have experienced domestic violence or hate crime. The aim of a Sanctuary Project is to make it possible for victims to remain in their own homes and feel safe. This can be achieved by providing a secure sanctuary room in their premises with items such as window grills, panic buttons, stronger doors etc. The sanctuary room, normally the main bedroom, provides a secure place to retreat to and a place from where assistance can be summoned if the victim is under threat. Within our Harrow housing stock we have a number of properties where 'Sanctuary' has been installed. In partnership with the London Fire Brigade we are currently conducting Home Fire Safety Checks in these properties to ensure the safety levels of the sanctuary installed is still fit for the original purpose it was installed. This review has been welcomed by our vulnerable tenants in occupation of these properties.

2.14 Free Micro chipping Dog Event: Forthcoming legislation will require all dogs to be micro chipped from 6 April 2016.

2.15 On Thursday 3 October 2013 staff from Resident Services and Environment Protection Teams held a pilot event in the Marsh Road, Community Hall, Pinner. The Dogs Trust charity were invited to work in partnership with us to offer a free micro chipping service to tenants, leaseholders and the wider community. Residents from Pinner, Stanmore, Wealdstone & Kenton attended and were very happy with the free service. The new Housing Portfolio Holder and a ward councillor also attended and welcomed the long term benefits of this initiative.

2.16 A further event is now planned for the 17th December 2013 at Buckingham Road garage site.

2.17 Cycle Storage on Estates: Cycle storage in the communal areas of our housing stock is a huge management problem faced by Housing Officers. It affects the route of escape from fire and is a general health and safety risk.

2.18 As cycling is a sustainable form of transport which is relatively cheap, affordable, healthy and good for the climate we would like to support our tenants and leaseholders to keep their cycles in a responsible manner by providing them with cycle hangers. Tenancy management staff are in discussions with the Borough Cycling Officer/Engineer regarding government funding to install these hangers on the estates where we have the problem of cycle storage. A feasibility study will be taking place in consultation with tenants and leaseholders' regarding priority needs for individual blocks.

2.19 Mutual Exchange: Since our Mutual Exchange Event held in April this year, four successful moves have taken place. In addition to the mutual exchange event, the Grants to Move Scheme that was consulted on during the event has now been launched. Our tenants now have three options:

1. **Downsize** and receive up to £4,500 to move to a smaller council or housing association property, and other expenses.
2. Receive a **Private Rented Grant** of up to £6,000 to move into a private rented property and,
3. Receive a **Home Ownership Grant** of up to £38,000 to leave their rented home and buy their own property.

2.20 A follow up Mutual Exchange event is planned in February 2014. It is proposed to use this event to also provide a booth inviting those tenants without photo ID to attend for their picture to be taken.

2.21 New Tenancy Agreement Launch: Our new tenancy agreement was successfully launched on Monday 12th August 2013. At the time of writing this report we have signed up 4 Introductory/Secure, 13 Introductory/5 year fixed and 25 secure tenancies. A total of 42 tenancies

2.22 The number of new tenancy sign ups is lower than this time last year due to reduction in turnover and fewer voids coming through the system.

2.23 A new tool for managing Anti Social Behaviour: Earlier this year the new Borough Commander held a meeting with Harrow officers including Housing to introduce a tool to assist with managing Anti Social Behaviour (ASB) in partnership. Airspace is a computer based tool that is being piloted by the Metropolitan Police to encourage central reporting and management of ASB.

2.24 Housing Officers visited Sutton Police to see this tool in operation and to understand how it could support officers in their day to day management of ASB. The presentation from Sutton was well received but it was concluded that this software package can support us but cannot be used as a stand-alone management tool.

2.25 Sheltered Housing Review

2.26 Most staff roles have now been appointed to. Service plans and staff development plans are in place to ensure that staff have the information and support they need to undertake the new posts. We are keeping tenants updated with regular newsletters and briefings and will arrange for them to be introduced to all new staff as soon as we can.

2.27 Estate Services

2.28 The estate based caretaking service has now been rolled out across the Borough. The approach adopted resulted in interest from LB Redbridge who have now visited the service to see it in operation and have also invited our staff to visit them to talk to staff and residents. Redbridge are keen to implement a similar structure for their caretaking service and we will be providing them with formal feedback from our visit in the near future.

2.29 The Estate Service Team has now recruited 2 new apprentices. They are on a 12 month contract and are working closely with established caretakers across the Borough.

2.30 Churchill Place Car Park

2.31 We have recently been approached by a commercial Estate Agent who is interested in leasing the underground car park. They are proposing a 15 year lease with 5 year break clauses. They are willing to pay £15k per year with a 2 month free initial period to allow for them to do required works to bring it up to standard. They have issued a draft lease which we are considering in consultation with Legal Services. No agreement has been reached so far as there are a number of issues which need further clarification.

2.32 Resident Involvement and Activities

2.33 Resident Involvement TRA Rep's get together

2.34 The Resident Involvement Team are holding a social meeting of all TRA/Sheltered scheme reps on the 12th December, to thank the reps for their continual hard work in representing the interests and views of council tenants and leaseholders and to help promote the work of the active TRAs' in the borough. Further details will be provided once the Resident Involvement Team have consulted with TRA's and Sheltered scheme reps.

2.35 Scrutiny Panel update

2.36 The panel have completed their 1st review of how 6 week visits to new tenants are carried out and submitted their recommendations to the Housing Management Team. The review recommendations were well received by the Resident Services Team and all recommendations have been accepted for

implementation. The panel is currently reviewing the Estate Inspection process as its' second review area.

2.37 Estates In Bloom

2.38 For this year's EIB competition, the Resident Involvement Team invited all constituted Tenant & Resident Associations and Sheltered schemes, to take part in this well established community event. There were 15 entrants to the competition – 10 sheltered schemes and 5 estates.

2.39 A short-listing panel made up council officers and an award winning independent nurseryman, shortlisted 8 sheltered schemes and 2 estates. The final judging panel consisting of the Mayor, portfolio holder, shadow portfolio holder, a nursery specialist and council officers, visited the 10 sites on 6/8/13, where they judged the entries on four main categories: Impact, Sustainability, Community Participation and Maintenance. All judges commented on the high calibre of entries, that made selection of a winner in the sheltered scheme and estates group that much harder.

2.40 The winners were announced at a Mayors' tea party, where representatives from all entrants were present and refreshments and live entertainment were provided, followed by an informative talk on the history of Harrow.

- The winner of the Best Estate plaque was Pinner Hill Community TRA
- The winner of the Best Sheltered Scheme plaque was Durrant Court.
- The overall champion and trophy holder was Pinner Hill Community TRA

2.41 Leasehold Support Group

2.42 The last Leaseholder Support Group open meeting took place on Monday 7th October 2013 where discussions focussed on the recent billing round. The next meeting is due to take place on the 2nd December 2013.

2.43 Recruitment

2.44 Following the resignation of a Resident Involvement Officer, a new officer has been recruited and started in post with Harrow in November 2013.

2.45 Appointment to the initial internal ring-fenced posts of the Resident Services Restructure is complete and the first round of internal adverts for the remainder of posts have now been publicised.

Section 3 –Report Back from Resident Involvement Activities

3. Estates Services Steering Group (ESSG)

3.1 The last meeting of the ESSG took place on the 23rd October 2013.

3.2 Discussion took place regarding a number of issues including grounds maintenance and the caretakers' new ways of working.

3.3 The next meeting of the ESSG will take place in February 2014.

3.4 Value for Money Group

3.5 The last meeting of the group took place on the 15th October 2013 when the group received presentations on leasehold billing, void times, community centre charging and welfare reform. The meeting arranged for November was cancelled due to staff illness but will now take place on the 17th December where the main agenda item will be an insurance update.

Section 4 - Financial Implications

Any financial issues are contained within the body of the report and any service improvement issues that arise as a result of residents' ideas and suggestions will be considered within the relevant service area budget.

Section 5 - Equalities Implications

There are no equalities implications associated with this report.
No Equality Impact Assessments have been carried out.

Name: Dave Roberts	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 26 November 2013		

Section 8 - Contact Details and Background Papers

Contact:

Toni Burke
Interim Head of Resident Services
Tel: 020 8420 9638
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Background Papers: None

**REPORT FOR: Tenants', Leaseholders
and Residents'
Consultative Forum**

Date of Meeting: 11th December 2013

Subject: INFORMATION REPORT – Head of
Asset Management's Report

Responsible Officer: Lynne Pennington
Divisional Director of Housing

Exempt: No

Enclosures: Appendix 1

Section 1 – Summary

This report sets out a range of information and discussion items that the Interim Head of Asset Management would like to bring to the attention of the Tenants', Leaseholders' and Residents' Consultative Forum (TLRCF)

FOR INFORMATION and DISCUSSION

Section 2 – Report

Updates from previous discussions and new items for information

1.0 New Contract Benefits And Quality Heating

1.1 Quality Heating began taking calls for domestic heating and hot water breakdowns direct from tenants on 5th June 2013. Generally this change has gone extremely well and any problems that did arise were resolved quickly by Housing and Quality Heating staff working closely together. To date feedback from tenants has been very positive and the number of compliments received far outweighs complaints. This applies to both aspects of the service-installation and breakdown/servicing. Of course the busiest time of the year for heating and hot water breakdowns is now beginning as the weather gets colder, but with tenant satisfaction at 98% the feedback to date indicates tenants will receive a more effective and prompt response to these problems over the winter months by calling Quality Heating direct.

1.2 The new contract arrangements put in place during 2011 included provision for wider social benefit including training and apprentices. So far changes to the ways major works contracts are procured and our new responsive repairs contracts have brought considerable support to the local economy. Work to improve investment in Harrow through the supply chain and in providing opportunities for training and work placements continues but so far we have seen a number of opportunities developed. However we aim to further develop these opportunities over the next 12 months. So far we have seen:

- a) 2 work placements on the Francis Road scheme through Thomas Sinden, work placements provided by Quality Heating, 1 Work Placement on the kitchen and Bathroom Contract through Mulalley's and 1 work placement on the recent enveloping scheme with Axis Europe.

Responsive repairs contracts-targets set through contract appraisal meeting?

- b) Contributions to the local community through pay back from contractors. Examples are the installation of a new kitchen facility in the Community Centre at Woodlands and the work undertaken by Slade in refurbishing the food bank; football tables provided by Quality Heating at Pinner Hill Community Centre.
- c) Kitchen installations managed through a local supply chain with a subcontractor in the Stanmore area, local storage facility created in Harrow
- d) Local employment opportunities created for trades people and labourers with many of our contractors both current and in the

- 12/13 capital programme.
- e) Apprentice opportunities created with 2 contractors, Thomas Sinden and Quality Heating
 - f) In responsive repairs one of the 4 main contractors is based in Harrow, whilst the other 3 are medium sized firms that maintain a local base.
 - g) 90% of the responsive repairs contractors' spend on supplies is with local suppliers.
 - h) Further advantages to the local community are the engagement of 3 apprentices planned for June 2013. Our contractors are also supporting local students at training colleges to gain experience on void repairs.

2.0 Void Properties

- 2.1 The June TLRCF report focussed on improvements in void turnaround time from the Asset Management perspective, but TLRCF members asked for a progress report on the improvements to the whole voids process which includes Housing Needs and Resident Services as well.
- 2.2 Officers in Asset Management, Resident Services and Housing Needs have been led by Jacky Souter to work together to improve existing procedures across the whole void process. This work has led to an improved understanding of the overall process so that all staff involved in the process can see how their individual actions impact on the bigger picture for void management. The outcome of this work has been very successful with a significant improvement in performance which brings us to a position where every indication is that we will meet, and possibly exceed the more challenging target by the end of the financial year.
- 2.3 To put this achievement into perspective the performance for 2012/13 was 36 days against a target of 21 days. This poor performance obviously raised concerns and in response we reduced the target for 2013/14 to 18 days and introduced the steps described above to bring about a positive change. The figures for June were beginning to show an improvement at 25 days, but the second quarter figures as at the end of September are really good at 9 days. However it is important to bear in mind that fluctuations in the rate that voids come up can affect this figure and the number of voids in August and September was very low. If the void rate increases suddenly it could have a detrimental effect on turnaround times as contractors find it difficult to bring in additional resources promptly where there is a significant change in demand.
- 2.4 Nevertheless performance for the first 6 months of the year is an average of 19 days. This demonstrates that if the improvement is sustained we will end the year below the 18 day target. Further updates will be brought to future TLRCF meetings.

3.0 **Asset Management Strategy and the Better Homes Standard**

- 3.1 In June Cabinet agreed the consultation draft of the Asset Management strategy. Following consultation with HFTRA the strategy is now being finalised and work is already underway to deliver a number of the objectives set out in the strategy. The strategy will be a live document that is reviewed annually. However now the strategy is complete the more detailed operational plan that will determine how we deliver the strategic objectives over the next few years is being developed. One of the key strategic objectives is to develop the new Better Homes Standard for Harrow that this can help us deliver the capital programme more efficiently, and better meet tenants and leaseholders needs and aspirations from 2015 onwards.
- 3.2 The Better Homes Standard will replace the old “Decent Homes standard” and determine how we deliver the programme of improvements in future. There are some hard choices to be made and it is really important that we capture tenant and leaseholder views in designing the standard.
- 3.3 Some of the ideas previously discussed have been:
- Delivering future capital programmes in a more integrated way so that we look to undertake a wide range of improvements in a street or block at the same time –rather than for example improve bathrooms one year and undertake external works or upgrade kitchens the following year.
 - Taking in to account the long term future of individual homes and undertaking options appraisals for any homes that require extensive works and/or may not be suitable as social housing in the medium to long term.
 - Including works on the capital programme that were excluded from the “Decent Homes Standard” such as replacing roofs where necessary
 - Giving tenants (and where appropriate leaseholders) more choice in determining both priorities and the design of those elements that are to be improved. For example should we be offering individual tenants a choice between baths, showers and wet rooms to meet individual needs?
- 3.4 All of these changes would come at a price as resources to deliver the capital programme will continue to be limited. This of course means that if we choose to commit more resources to doing more improvements in one area, there will be a knock on effect on another area of the programme where we either do less work, or delay starting elsewhere.
- 3.5 TLRCF members are therefore asked to give their views on what would be a good method to consult on the new model to ensure tenant and leaseholder views are captured in the design of the new standard. Wider consultation would need to include discussion on what standards we aim for and what the consequences of doing more in one area may be on reducing standards, or frequency of work in another.

4.0 Joint working with the London Fire Brigade

- 4.1 Our partnership working with the London Fire Brigade to improve the safety of residents continues. In particular we are continuing to develop opportunities to install sprinkler systems where people are deemed to be at high risk from fire. We completed the analysis of our sheltered housing schemes to determine which scheme was the highest risk and as a result selected Watkins House as the scheme where we will undertake a pilot installation. This work is now at the design stage and once we have a clear cost and have identified funding we will consult with tenants of the scheme.
- 4.2 In conjunction with this project we are also looking at individual high risk tenants on a case by case basis with a view to installing local systems in their homes. A demonstration of the system we are considering using will be taking place shortly before TLRCF.

5.0 Capital Programme 2014/15

- 5.1 Whilst we are preparing to begin consultation on the new standards to begin from 2015/16 we have a draft programme for 2014/15 based on existing standards and priorities. This is included at appendix 1.
- 5.2 As previously reported to TLRCF our aim is to seek Cabinet approval, in February 2014 for a 4 year programme as an alternative to agreeing each programme on an annual basis. We have recently submitted our capital bid to enable us to move this forward.
- 5.3 The advantages of working in this way include being able to procure those elements of the programme that will be required every year (i.e. heating, windows, doors, kitchens and bathrooms) on a longer term contract giving us both better value for money and more consistency in delivery. This new way of working should also help us to spend less time on tendering and procuring contracts and more time on managing the contracts to ensure tenants and leaseholders receive even better services from the Asset Management service.
- 5.4 Our intention is to ask Cabinet for approval of the 4 year programme under a small number of broad headings that will ensure that we have the maximum flexibility to adapt future programmes as needs and priorities change.
- 5.5 Asset Management is currently negotiating with British Gas to establish an insulation programme which would be part funded from the Energy Company Obligation (ECO) funding collected from everybody's fuel bills. Under this scheme British Gas would complete cavity wall insulation in the hard to treat cavities (where the cavities are narrow or not easily accessible) and make a start on external wall insulation where no cavities exist. We plan to complete negotiations by the end of December as the works must all be completed by March 2015 to qualify. Currently we are seeking clarity of which elements we would have to fund and looking to see how works would be completed alongside our main programme.

6.0 Staffing Updates

6.1 Since the last TLRCF meeting there have been a number of staffing changes in Asset Management that may, in the short term, have had a negative impact on the delivery of services. However we would like to reassure tenants and leaseholders that we are actively recruiting to vacant posts and that any gaps should be filled shortly.

- 6.2 At the end of August 3 key people left the service. These were:
- Paul O'Callaghan – Project Manager- Research and New Initiatives
 - Rory White –Contracts Surveyor
 - Marlon Farr- Senior Planned Investment Officer

To date only one of these posts has been filled and at the beginning of October we welcomed Scott Causer as the new Project Manager- Research and New Initiatives. Recruitment is underway for the other 2 posts and if there is any news a verbal update will be given at the meeting.

7.0 Financial Implications

7.1 Any financial issues are contained within the body of the report.

8.0 Equalities Implications

- There are no equalities implications associated with this report.
- No Equality Impact Assessments have been carried out.

Section 3 - Statutory Officer Clearance

Name: Dave Roberts	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 27 November 2013		

Section 4 - Contact Details and Background Papers

Contact:

Maggie Challoner
Interim Head of Asset Management
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Background Papers: None

Appendix 1.

Budget Description	2013/14		2014/15		2015/16		2016/17		2017/18	
	No. dwellings	£	No. dwellings	£	No. dwellings	£	No. dwellings	£	No. dwellings	£
Capitalised Salaries		£317,000		£317,000		£317,000		£317,000		£317,000
Major Voids		£76,870		£76,870		£76,870		£76,870		£76,870
Kitchens / Bathrooms / Rewires	384	£1,542,000	578	£2,400,000	626	£2,600,000	675	£2,800,000	600	£2,649,380
Health and Safety	3	£200,000	3	£200,000	3	£200,000	3	£200,000	3	£200,000
Boiler / Heating	275	£871,230	347	£1,100,000	379	£1,200,000	473	£1,500,000	500	£1,600,000
Enveloping		£1,523,660		£1,330,200		£1,589,470		£1,673,990		£2,408,130
Enveloping Francis Road	78	£1,000,000	0	£0	0	£0	0	£0	0	£0
Door Entry	52	£512,500	52	£512,500	52	£512,500	52	£512,500	52	£512,500
Lifts	1	£207,500	1	£207,500	1	£0	1	£0	1	£0
Sheltered Warden Voids		£51,250		£51,250		£0		£0		£0
Structural Issues		£256,250		£256,250		£256,250		£256,250		£300,000
Garages		£61,500		£61,500		£61,500		£61,500		£61,500
Aids and Adaptations		£615,000		£615,000		£615,000		£615,000		£615,000
Capitalisaiton Responsive Repairs		£142,500		£142,500		£142,500		£142,500		£142,500
Develop Wider Housing Initiatives Pot		£256,240		£256,240		£256,240		£256,240		£256,240
Council Funded Expenditure		£7,633,500		£7,526,810		£7,827,330		£8,411,850		£9,139,120
Grant Funded Extentions										
Total HRA Capital Programme		£7,633,500		£7,526,810		£7,827,330		£8,411,850		£9,139,120

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