

KENTISH TOWN DISTRICT MANAGEMENT COMMITTEE

TUESDAY, 26 NOVEMBER 2024 AT 6.30 PM
KENNISTOUN AND WILLINGHAM TRA HALL, WILLINGHAM TERRACE, LEIGHTON
ROAD, LONDON NW5 2UY

Enquiries to: Rebecca Taylor, Committee Services
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Telephone: 020 7974 8177 (Text phone prefix 18001)

CHAIR

Jane McWilliams (Brookfield TRA)

VICE CHAIRS

Derek Jarman (Kennistoun, Willingham, Rosemary & Margaret TA)
Momota Khatoun (St Pancras Way Estate TRA)

A full list of voting DMC members and substitutes is set out at Item 1.

COUNCILLOR OBSERVERS

Councillors Meric Apak (L), Camron Aref-Adib (L), Richard Cotton (L),
Sylvia McNamara (L), Andrew Parkinson (C), James Slater (L),
Anna Wright (L) and Sagal Abdi-Wali (L)

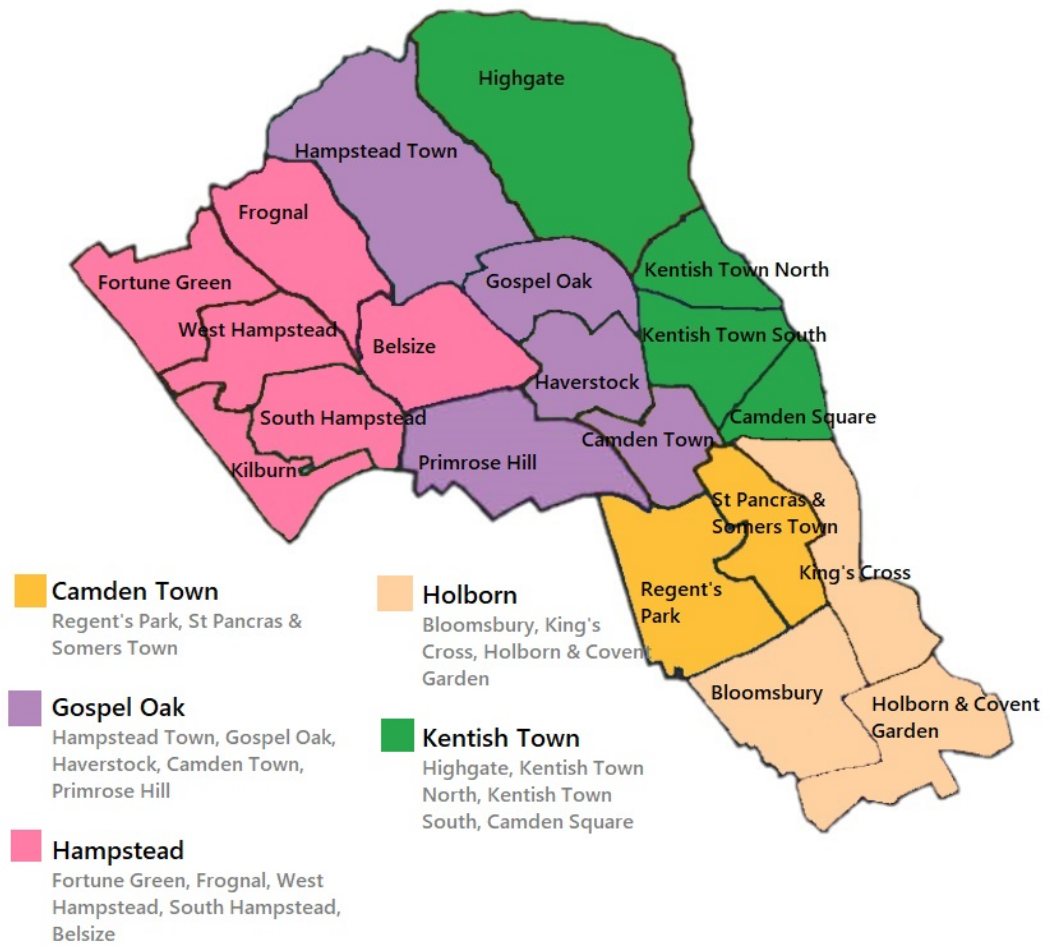
SUBSTITUTE COUNCILLOR OBSERVERS

Councillors

Please note that all DMCs should aim to complete their business within 3 hours from when the meeting starts, and DMC Chairs will seek to ensure that the agenda for the meeting is completed within this timeframe. However, if the meeting has not ended after 3 hours Council officers still in attendance will leave the meeting. The DMC may, if it wishes, continue its meeting informally without council officer attendance.

Issued on: Tuesday, 12 November 2024

DMC AREAS BY WARD



KENTISH TOWN DISTRICT MANAGEMENT COMMITTEE

26 NOVEMBER 2024

AGENDA

1. **REGISTRATION OF TENANTS' AND RESIDENTS' ASSOCIATIONS AND CO-OPTION OF TENANT REPRESENTATIVES** (Pages 7 - 10)

Appendix A lists those Tenants' and Residents' Associations (TRAs), which have satisfactorily completed the registration process at the date of despatch of this agenda. It gives details of the representatives of those Associations to be co-opted onto the DMC, in accordance with the constitution, together with the names of the substitutes.

Appendix B lists those TRAs whose registrations have lapsed. If a TRA wishes to register it must hold an Annual General Meeting (AGM), open to all members, once a year (with an independent observer in attendance). The minutes must be sent to the Tenant Participation Team together with a membership list and a completed registered form.

2. **APOLOGIES**

3. **ANNOUNCEMENTS**

4. **DECLARATIONS OF INTEREST IN MATTERS ON THIS AGENDA**

5. **NOTIFICATIONS OF ANY ITEMS OF BUSINESS THAT THE CHAIR DECIDES TO TAKE AS URGENT**

6. **MINUTES** (Pages 11 - 20)

To approve and sign the minutes of the meeting of the Kentish Town District Management Committee held on 3 September 2024.

7. **KENTISH TOWN PROGRESS REPORT - ACTION POINTS UPDATE** (Pages 21 - 36)

The DMC is asked to note the progress of the action points arising from the previous meeting.

Discussion Items

- 8. HOUSING REVENUE ACCOUNT (HRA) BUDGET 2025/26** (Pages 37 - 46)
- Report of the Director of Finance
- This report provides an update on Housing Revenue Account (HRA) 2025/26 Budget Setting progress ahead of the January Joint DMC meeting at which DMC representatives will be asked to provide feedback on proposals.
- 9. HOUSING TRANSFORMATION** (Pages 47 - 58)
- Report of the Directors of Housing and Property Management.
- This report updates the DMCs on progress of the Housing Transformation programme, raise awareness of key pieces of work and immediate priorities within the programme.
- 10. CCTV PROGRAMME** (Pages 59 - 60)
- Report of the Director of Property Management.
- The DMC Chairs requested an update on the programme and how estates without CCTV would be considered for addition to the network.
- 11. KENTISH TOWN DMC BUDGET** (Pages 61 - 66)
- Report of the Tenant Participation Co-ordinator.
- In line with the DMC funding guidelines, TRAs will be asked to provide an update to the meeting regarding the progress of agreed bids, including an update on the associated spend. TRAs are invited to circulate any relevant information in advance through the clerk.
- TRAs are encouraged to submit bids as soon as possible, so they can be properly assessed and prepared by officers, ready for submission to the DMC. TRAs are reminded that verbal bids cannot be accepted at DMC meetings as, in line with the guidelines, officers need to be able to assess bids before passing them to the DMC.
- For more information on DMC bids, please see our webpages: www.camden.gov.uk/dmcbids.

- 12. CABINET MEMBER FOR BETTER HOMES UPDATE** (Pages 67 - 76)
- Report of the Cabinet Member for Better Homes
- This report provides DMC Members with an update on housing issues in the Borough.

Information Items

- 13. VOIDS PERFORMANCE** (Pages 77 - 80)
- This report is for information only.
- 14. KPI DASHBOARD** (Pages 81 - 84)
- This report is for information only.
- 15. HOLMES ROAD** (Pages 85 - 88)
- This report is for information only.
- 16. ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT**

AGENDA ENDS

The date of the next meeting will be Wednesday, 8 January 2025 at 6.30 pm in Council Chamber, Town Hall, Judd Street, London WC1H 9JE.

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Kentish Town Appendix A

The Reports show all currently registered Tenants' and Residents' Associations as at:

1 NOVEMBER 2024

An updated listing will be prepared for the actual DMC meeting, and presented on the evening, by either the Tenant Participation Service or by the Committee Services officer.

Association Name	DMC Member	DMC SUB	Last recognised AGM
Brookfield TRA	Ms Jane McWilliams	Amyjo Lamb	20/05/2024
Camden Square TRAs	Jonathan Graham	Marie Ramoutar	30/10/2024
Carrol Close & Sanderson Close TRA	Sophie Rodger	Sue Clarke	13/03/2024
Camden Association of Street Properties	Petra Dando	Andrew Pierce	31/10/2024
Highgate Road TRA	Emily Wickham	Foulla Pashkaj	23/06/2023
Holly Lodge Residents Association	Mr Joshua Cedar Steve Barton	Ms Grace Livingstone	16/11/2023
Lissenden Gardens Tenants Association	Ms Helen Jack		05/07/2023
Ingestre Road Tenants Association	Mr J Loughran	Kevin Lawer	24/07/2024
Kenbrook House TRA	John Legg	Chukwudi Onyebuchukwu	22/10/2023
Kennistoun, Willingham, Rosemary & Margaret TRA	Mr D Jarman	Mr John Webb	05/12/2023
Leighton Crescent TRA	Ms Jane Hickson	Susan Corder	09/04/2024
Maiden Lane Estate TRA	Mrs Pauline Stafford Ms Joanna Hill		17/01/2024
Peckwater Estate TRA	Sadiya Waasuge	Charlotte Pelzer	17/10/2024
Spencer Rise & Churchill TRA	Ella Davies	Joe Thornton	22/05/2024
St Pancras Way Est TRA	Mrs Momota Khatun		28/02/2024
Torriano Estate TRA	Tim Morgan	Greg Hattingh	15/05/2024
Whittington TRA	Agnieszka Slominska-Karachuk	Patrick Hagopian	03/10/2024

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Kentish Town Appendix B

The Reports show all currently registered Tenants' and Residents' Associations
as at:

1 NOVEMBER 2024

B listed TRAs are those who have not had a recognised AGM within 15 months of their previous ones. In 2020 we gave them a year's grace because of the pandemic. After 18 months they drop off the list altogether (very rare)

Association Name	DMC Member	DMC SUB	Last recognised AGM
Raglan Estate TRA	Andrew St John	Shah Daber	24/05/2023
Una House TRA	Hazel Saunders		18/11/2021

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THE LONDON BOROUGH OF CAMDEN

At a meeting of the **KENTISH TOWN DISTRICT MANAGEMENT COMMITTEE** held on **TUESDAY, 3RD SEPTEMBER, 2024** at 6.30 pm in the Kennistoun and Willingham TRA Hall, Willingham Terrace, Leighton Road, London NW5 2UY

REGISTERED DMC MEMBERS PRESENT

Jane McWilliams (Chair)	Brookfield Estate TRA
Derek Jarman (Vice-Chair)	Kennistoun & Willingham TRA
Josh Cedar	Holly Lodge Residents Association
Sue Clarke (Sub)	Carrol Close & Sanderson Close TRA
John Cowley	Camden Square TRA
Ingrid Foxton	Lissenden Gardens Tenants Association
Greg Hattingh	Torriano Estate TRA
Joanna Hill	Maiden Lane TRA
Kevin Lawer (Sub)	Ingestre Road Tenants Association
John Loughran	Ingestre Road Tenants Association
Sophie Rodger	Carrol Close & Sanderson Close TRA
Helen Jack	Lissenden Gardens Tenants Association
Agnieszka Slominska-Karachuk	Whittington Estate TRA
Pauline Stafford	Maiden Lane TRA

OTHER RESIDENTS PRESENT

Terry Esnault	Local Resident
Kay Reynolds	Spencer Rise and Churchill TRA
Paul Tomlinson	Amphill Square TRA (Camden Town DMC)
Tom Young	Local Resident

COUNCILLOR OBSERVERS PRESENT

Councillors Meric Apak, Richard Cotton, James Slater and Sagal Abdi-Wali

COUNCILLOR OBSERVERS ABSENT

Councillors Camron Aref-Adib, Sylvia McNamara, Andrew Parkinson and Anna Wright

OFFICERS PRESENT

Natasha Constantinides, Consultation Officer (Tenant Participation)
Deanne Jean-Marie, Customer Service Manager
Stanton La Foucade, Tenant Participation Coordinator
Jahaan Seesahai, Estate Management Service Manager
Abdilatif Shidane, Neighbourhood Manager

The minutes should be read in conjunction with the agenda for the meeting. They are subject to approval and signature at the next meeting of the Kentish

Town District Management Committee and any corrections approved at that meeting will be recorded in those minutes.

MINUTES

1. REGISTRATION OF TENANTS' AND RESIDENTS' ASSOCIATIONS AND CO-OPTION OF TENANT REPRESENTATIVES

The 'A' and 'B' lists were noted.

2. APOLOGIES

Apologies for absence were received from Councillor Anna Wright, Steve Barton (Holly Lodge TRA), Momota Kahtoon (St Pancras Way Est TRA) and John Webb (Kennistoun, Willingham, Rosemary & Margaret TRA)

Tara Cookson (Neighbour Manager) advised that she was unable to attend the meeting.

3. ANNOUNCEMENTS

There were no announcements.

4. DECLARATIONS OF INTEREST IN MATTERS ON THIS AGENDA

There were no such declarations.

5. NOTIFICATIONS OF ANY ITEMS OF BUSINESS THAT THE CHAIR DECIDES TO TAKE AS URGENT

There were no notifications of urgent business.

6. MINUTES

Consideration was given to the minutes of the meeting of the last meeting.

RESOLVED –

THAT the minutes of the meetings held on 23 July 2024 be approved and signed as a correct record.

Matters Arsing

The Chair updated the meeting on the ongoing issues that had been experienced by the Highgate Safer Neighbourhood Panel. The Chair reported that a meeting had been held with the police to discuss the issues and an action plan was put in place. Those who attended had commented that the meeting had been a positive step forward.

7. KENTISH TOWN PROGRESS REPORT - ACTION POINTS UPDATE

Consideration was given to the actions arising from the previous meetings, which was circulated as a tabled paper.

Heating Pool Update

The meeting was advised that once officers had information they required from the contractors, this meeting would be organised with TRAs. An update would be provided, once available.

ACTION: Tenant Participation

Housing News – Energy Performance Certificates

This could not be included in the next edition of Housing News as the deadline for new information had passed. Information would instead be circulated to residents by email and then information would be added to the next edition of Housing News.

HS2

The Vice-Chair had made a request to the newly appointed Leader of the Council to write to the government on this issue. It was confirmed that the Leader would write to the Deputy Prime Minister.

The DMC were keen for this issue to be followed up as it was important that developers responsible for HS2 were committed to providing social housing.

ACTION: Tenant Participation

8(a) LIFTS

The discussion report on Lifts, which had been marked as to follow, was not provided therefore the meeting did not consider this item.

8(b) VOIDS

The discussion report on Voids, which had been marked as to follow, was also not provided therefore the meeting did not consider this item.

It was suggested that the DMC should write a letter to the Chief Executive, relevant Directors, and Leader of the Council to ascertain why the reports were not provided and to express disappointment that the reports that were requested well in advance had not been produced.

ACTION: Chair and Vice-Chair

Cllr Apak, Ward Councillor, agreed to look into the issue further for the DMC.

Cllr Abdi-Wali, Cabinet Member for Better Homes, reported that she had spoken to officers and discussed concerns about the failure to provide reports and assured the meeting that this was not acceptable and work would be undertaken to ensure that this situation did not occur again in the future.

Cllr Abdi-Wali added that the services were still expected to provide the reports, so that the DMCs could receive the information they had requested. Officers clarified that work was ongoing to complete the reports, and they should be ready in late September or early October.

The DMC agreed that a special meeting should be scheduled to consider the reports, once they became available. A provisional date of 29 October 2024 for an in-person meeting was suggested.

ACTION: Tenant Participation/ Committee Services

8(c) DMC BIDS PROCESS REVIEW

Natasha Constantinides (Tenant Participation) introduced the report.

DMC representatives were in agreement that the proposals outlined in the report seemed beneficial and made the system more transparent, so were supportive of the proposals

Responding to a questions officers provided the following information:

- The project evaluation form requested that TRAs sent in photos of their projects, following completion.
- The new process will be in operation for the next round of DMC meetings (November/December).
- A new microsite was under development and it was hoped that this would enable applications to be made online, but for the time being applications and evaluation forms should be submitted by email.
- TRAs were advised to speak to their Tenant Participation Officer before submitting a bid.
- The new evaluation form asked for information about Equality, Diversity and Inclusion and how residents with protected characteristics would be impacted

by TRA projects. The intention of this was to ensure that projects on estates were inclusive and beneficial for all residents.

- Collecting this information would mean that improvements could be made and that all residents felt included.

The report was noted.

9. KENTISH TOWN DMC BUDGET

The Chair introduced the report.

Representatives from Brookfield Estate TRA outline the bid for the Christmas Festive Event they were planning. The TRA advised that there would be a Dickens themed Christmas market, a Santa's Grotto, which provide Christmas gifts to children on the estate, each of which would be specially picked for each child, Christmas Hampers for pensioners, ending with a Pantomime visit a few days before Christmas.

Representatives from Ingestre Road TRA outlined their project which aimed to improve gardens on the estate.

An update was also sought on the matched funding for the Peckwater Estate MUGA project, so that the remaining funding could be determined.

ACTION: Tennant Participation

RESOLVED –

THAT the following bid requests be approved:

TRA	Bid Request	Amount
Brookfield Estate TRA	Christmas Festive Event	£4,995.00
Ingestre TRA	Garden maintenance project – purchase of Wood chip, water bowser, hose and reel, and top ups for flower beds	£1,643.00

10(a) RESIDENTS ACTION DAY UPDATE

Consideration was given to the information report.

The Tenant Participation Coordinator provided an update on the Residents Action Day and advised that the final arrangements were underway and a programme for the day had been finalised.

112 residents had registered to attend the event, with more expected to sign up. More promotional material would be sent out before the event.

The Tenant Participation Coordinator reported that the event was currently under budget in some areas.

Further information would be sent out by email and posters would be sent out by request, for TRAs to display on notice boards.

Responding to a question the Tenant Participation Coordinator explained that attendees were asked to book the talks, workshops or events they wanted to attend on the day when they booked a ticket to the event.

The information report was noted.

10(b) UPDATE ON HEADS OF SERVICE EVENT

Consideration was given to the information report.

The Vice-Chair, who was in attendance at the Heads of Service Event, provided an update to the meeting and reported that the Event was informative, and it was hoped that it would be an annual event going forward.

Responding to questions, the Tenant Participation Coordinator provided the following information:

- There will be more work on the format, so that there was enough time at the end for the TRA reps to ask questions.
- A video of the event and the Q&A would be uploaded to the microsite.
- Consideration was given to how the event would run in future and the format and frequency of these events.

The Cabinet Member for Better Homes was pleased that the event was a success that had proven to be useful for residents.

The information report was noted.

10(c) WORKS COMMUNICATION TO TENANTS AND RESIDENTS

The information report was noted.

10(d) ASBESTOS REMOVAL

The information report was noted.

10(e) FIRE SAFETY UPDATE

The information report was noted.

10(f) KEY PERFORMANCE INDICATORS

Consideration was given to the information report.

The KPI report outlined that the Council had a 98% rent collection target, despite the £18million in rent arrears. The meeting noted that other London Boroughs had collection targets of 110% to address growing rent arrears.

The Cabinet Member of Better Homes explained that the position on arrears had improved, and the Welfare Team worked to supports residents with rent arrears. It was noted that the transition to Universal Credit continued to be a cause of residents falling into arrears.

The DMC was informed that the total arrears in Kentish Town had decreased, however the Borough as a whole had increased.

The meeting agreed that it would be useful to have further information on the work that was underway to tackle arrears and requested a report be provided, including information on why the arrears were increasing.

ACTION: Head of Leaseholder Services and Housing Income

It was reported that KPIs will be a standing item on each agenda, the meeting was satisfied with how the data was presented.

The information report was noted.

11. KENTISH TOWN LOCAL INFORMATION REPORT

Consideration was given to the report of the Head of Neighbourhoods.

Abdilatif Shidane (Neighbourhood Manager) provided an overview of the report.

Responding to a question on downsizing incentives, the Neighbourhood Manager advised that incentives were advertised to residents however, sometimes residents had certain expectation which could be difficult to meet in the available properties, which meant that downsizing could be a challenge.

In response to a follow up question the Neighbourhood Manager agreed to report back to the meeting on how downsizing incentives were funded.

ACTION: Neighbourhood Manager

Generally, residents could not be compelled to downsize, it must be their choice. In certain situations, if a resident was under occupying, was in rent arrears and at risk of eviction the resident could be asked to downsize, but otherwise it was up to the resident to decide if downsizing was best for them.

Concern was expressed that lots of families were living in properties that were far too small, which could then lead to issues with damp and mould, and if more people under occupying chose to downsize it would help resolve this issue.

The meeting also noted that small flats on estates had been sold, reducing the availability of small properties.

The report was noted.

11(a) MOTION - DIRECT LABOUR AT HOLMES ROAD

Consideration was given to the motion as set out in the Tabled Paper, which was moved by the Chair and seconded by the Vice-Chair.

Paul Tomlinson, Camden Town DMC Rep, accompanied by Tom Young, introduced the motion as set out in his written submission.

The Vice-Chair expressed support of the motion and was concerned that the council facilities were services were proposed to be moved to would not be able to support capacity.

DMC Reps were concerned about the future of the recycling facilities currently at Holmes Road. Tom Young, a local Architect supporting the motion confirmed that the developer has committed to replacing the recycling centre.

Responding to questions and comments, Tom Young provided the following information:

- Other facilities, such as the Police Station would also be demolished as part of the plans.
- The Holmes Road Depot was refurbished in 2020 at a cost of £8.5million.
- The site was then reportedly sold for £33million, which was deemed to be vastly under value.
- There were 25 flats on the site, with 4 leaseholders and 21 council tenants residing there. The residents had not received information on the future of their homes.

Concern was expressed by the DMC that Unions had not yet been consulted on the future of the Holmes Road Depot, considering it was a place of work for many council employees.

The Cabinet Member for Better Homes confirmed that the sale was subject to Planning Permission and whilst plans were not yet confirmed, a new depot would have to be built, to support jobs and future employment opportunities and apprenticeships. The plans were still in very early stages; therefore, it was difficult to comment on the future of the site.

The Chair acknowledged that whilst it may be too early to comment and plans were not confirmed, it was important for residents to get this information as soon as possible, as residents often felt they were the last to know about plans that directly impacted them.

The Cabinet Member for Better Homes confirmed that conversations would continue, once more information on the future of the site had been obtained

The meeting agreed to accept the motion and noted that it was of vital importance that the DMC be kept up to date with developments, considering that the redevelopment area was in Kentish Town. Therefore, it was

RESOLVED –

- i) THAT the Kentish Town DMC accept the motion; and
- ii) THAT an update on the Regis Road redevelopment be provided to each future meeting of the Kentish Town DMC.

ACTION: Director of Property Management

12. CABINET MEMBER FOR BETTER HOMES UPDATE

Consideration was given to the report of the Cabinet Member for Better Homes.

The Cabinet Member for Better Homes provided an overview of the report highlighting the key objectives she had set for her time in the role.

The Cabinet Member for Better Homes then provided the following information in response to questions:

- If a council owned property was sold, it must be replaced with another property.
- However, it was not like for like replacement and there was currently a focus on increasing the number and availability of family sized homes due to the serious overcrowding issues within the Borough.

- There were not currently enough available properties to house larger families experiencing overcrowding.
- However, it was acknowledged that those seeking smaller properties were also facing issues.
- There were a number of different issues with no easy solution.
- Voluntary downsizing was welcome, and incentives were offered for those choosing to do so.
- However, there was a need to find a solution that did not rely on pressuring people to move out of their homes, as residents had lifelong tenancies, and many had been in their properties for a long time.
- More homes needed to be built, which was a priority of the new government.
- Work was undertaken alongside other Local Authorities to write a report with recommendations to the new government.
- The report had been sent to Angela Rayner MP, Deputy Prime Minister for consideration.
- The lack of provision for young people had a huge impact on Anti-Social Behaviour, youth violence and offending, so it was a key goal of the Cabinet Member to build upon provisions for young people to move towards addressing these issues.
- The HRA was in deficit and overspends had been met by dipping into reserves, so it was important to rebuild reserves to be financially secure. However, increasing rents to meet the shortfalls would make payments unaffordable, so it was important to balance priorities.

The report was noted.

13. ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT

There was none.

The meeting ended at 8.53 pm.

CHAIR

Contact Officer: Rebecca Taylor

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MINUTES END

ACTION POINTS ARISING FROM SEPTEMBER 2024 DMC MEETINGS

KENTISH TOWN DMC ACTION – 03 SEPTEMBER 2024			
Item	Action	Responsible Individual/Department	Comments
KT/0924/01	To check on the progress of the letter sent to the Government by the Leader, regarding HS2 and Social Housing.	Tenant Participation	Officers can advise the Leader of the Council Richard Olszewski wrote to three ministers on the 18 th September and is awaiting responses.
KT/0924/02	To write a letter to the Chief Executive, relevant Directors, and Leader of the Council to ascertain why the reports were not provided and to express disappointment that the reports that were requested well in advance had not been produced.	DMC Chair/Vice-Chair	The Chair wrote a letter on behalf of the DMC on 5 September 2024. A response was received on 6 September 2024.
KT/0924/03	Provide an update on the matched funding for the Peckwater Estate MUGA project	Josef Thomas Principal Participation Officer	Josef spoke to Jane 11 th September 2024 to update. Meeting set with Arsenal and Adidas at Peckwater Estate end of September. Josef – 20.09.2024
KT/0924/04	Information report on the work that was underway to tackle arrears and requested a report be provided, including information on why the arrears were increasing.	Sean Scott Head of Leaseholder Services and Housing Income	A detailed response was sent via email to all reps on Friday 4 th October 2024
KT/0924/05	Information on how downsizing incentives were funded.	Gerry Crowley Head of Allocations, Lettings and Private Housing Services	Downsizing incentives are funded through the Housing Revenue Account.
KT/0924/06	Standing item under Local Issues on the Regis Road redevelopment be provided to each future meeting of the Kentish Town DMC.	David Burns Direct of Economy, Regeneration & Investment	A report will be provided for the December round of DMC meetings

CAMDEN TOWN DMC ACTIONS – 04 SEPTEMBER 2024

Item	Action	Responsible Individual/Department	Comments
CT/0924/01	Missing reports The DMC agreed to take up the offer of having a special meeting to consider the outstanding Voids and lifts papers, and suggested that the meeting could also cover the issue of communications with tenants and residents.	<p style="text-align: center;">Stanton La Foucade Tenant Participation Coordinator</p>	Officers have committed to having these reports available by 14 th October with a tentative date of 29 th October for meeting when they can be presented to reps for discussion.
CT/0924/02	Heating Pool meeting Officers were looking at holding a meeting in October regarding the proposals relating to the operation of the heating pool.		Officers have offered, and are preparing a follow up meeting on 17 th October. Slide-deck will be shared beforehand.
CT/0924/03	Special Grants Scheme Officers would consider whether this scheme should be revised to allow those TRAs who did not have access to other resources to have trips fully funded, along with the overall budget level available to fund such requests.		This will be considered with the service review currently in progress and due to complete in the new year.
CT/0924/04	DMC Bid application form Officers would circulate the mapping process and application form in its new format as it had not come out clearly in the agenda papers.		The revised guidance, application and evaluation forms were sent to reps by email on 11/09/24
CT/0624/05	Major Works Officers agreed to provide information regarding whether Three Fields Estate were part of any major works proposals going forward, and if not why that was the case.	<p style="text-align: center;">Paul Cansick Property Data, Programmes & Systems Team Leader</p>	Major works to 1-20 Brierfield, 1-24 Foxfield and 1-71 Fairfield FRA works are being carried out 1-20 Brierfield are having self closers to

			<p>flats 6, 7,10,11,14,15,18 and 19 as well as the removal of security gates from flats 8, 9,13,15,16 and 17</p> <p>1-24 Foxfield - signage for flat numbers to be provided, as well as the removal of security gates from flats 12 and 19</p> <p>1-71 Fairfield - the removal of security gates from numerous flats</p> <p>Wall finishes are to be considered for 2028, as well as windows in 2028 at 1-71 Fairfield</p> <p>The roofs at all three blocks are due to be considered for works in 2032</p>
	Cabinet Member Better Homes update		
CT/0624/06	An update regarding the Ampthill Square community safety action plan.	<p>Albert Simango Community Safety Team Leader</p>	Residents and other stakeholders will be contacted W/C 14 October 2024 by the newly appointed Anti-Social Behaviour Officer Peter Mitchell to resume work on the action plan which was temporarily paused at the end of July.
CT/0624/07	Information regarding the total amount that was being spent regarding temporary accommodation in Camden, along with how much the Government and the Council were each funding.	<p>Gerry Crowley Head of Allocations, Lettings and Private Housing Services</p>	The procurement and provision of nightly temporary accommodation in pursuance of the Council's statutory duties in 2023/24 was approximately £9m.
CT/0624/08	The actual number of those rough sleeping on the single night count undertaken in February 2024, along with the figures for 2023, 2022 and 2021.	<p>Simone Melia Head of Housing Solutions</p>	<p>2024: 112</p> <p>2023: 63</p> <p>2022: 48</p> <p>2021: 40</p>

CT/0624/09	<p>An update on the work of the ASB Task force to be included in the next Cabinet Member report to the DMCs.</p>	<p>Patrick Coulson Community Safety Manager</p>	<p>The taskforce recently got approval to publish the new Anti-Social Behaviour Policy which covers both Community Safety and Housing, clearly setting out the ASB Task force's response to Anti-Social Behaviour. A copy can be seen here Antisocial Behaviour Policy - Camden Council</p>
CT/0624/10	<p>An update regarding the position of Personal Evacuation Plans (PEEPs) in relation to fire safety.</p>	<p>Michal Jankowski Head of Building Safety</p>	<p>Currently, there are no legislative requirements to implement PEEPs in residential housing (general needs housing). This is a complicated matter because PEEPs require detailed plans explaining how a vulnerable person will be evacuated (e.g. Via use of an evac chair etc).</p> <p>In general needs housing, due to a lack of permanent staff on site, there is insufficient practical means of evacuating anyone. Additionally, most of our blocks are based on the stay-put policy evacuation strategy. This means that the Fire and Rescue Service attending to an incident would be in control of that building, and any potential full-scale evacuation would be ordered by them. If anyone were to be rescued as a result, the London Fire Brigade (LFB) would manage such activity under their Rescue policy.</p> <p>Therefore, what Camden is currently implementing is a process based on analysis of our vulnerable residents</p>

			<p>across the high-rise buildings, with an aim to undertake a person-centred fire risk assessment (PCFRA), evaluate each person's risk exposure, and develop suitable and practical control measures. Additionally, the risk rating will be shared (anonymously) with the LFB through the inclusion of block plans in Secure Information Boxes (SIB's). Once this has been completed successfully, the project will be evaluated and considerations will be made on how best this can be rolled out to low-rise blocks, including street properties.</p> <p>PCFRAs will be offered to all residents, regardless of the building they live in, if a referral is made to the Fire Safety Team. However, as SIB boxes only feature on high-rise blocks, this information will only be included for those blocks.</p>
CT/0624/11	The cost of the fire safety programme for the Council	<p style="text-align: center;">Paul Cansick Property Data, Programmes & Systems Team Leader</p>	<p>Cost as follows: -</p> <p>FRA Works (excluding Chalcots) Spend in prior years to end 2023'24 - £ 36,120,715 Budget 2024'25 - £ 18,622,830 Spend to date in 2024'25 - £ 4,752,031</p> <p>Future Budgets 2025'26 to 2027'28 - £ 36,146,738</p> <p>Chalcots Spend in prior years to end 2023'24 - £ 116,116,433 Budget 2024'25 - £ 49,905,421</p>

			<p>Spend in 2024'25 to date - £ 28,690,385</p> <p>Future Budgets 2025'26 to 2027'28 - £ 4,360,909</p>
CT/0624/12	Information on the fines accrued from private rented sector landlords, overall figure and what budget do the fines go into.	<p>Gerry Crowley Head of Allocations, Lettings and Private Housing Services</p>	<p>In 2023/24, £431,489 in Civil Penalty Notice fines was paid to the council, an increase of 66% from 2022/23. Regulations require the Council to utilise revenue from CPN fines to fund the cost and expense of its enforcement functions in relation to the private rented sector under the Housing Act 2004 and the Housing and Planning Act 2016.</p> <p>Recovered penalties are currently being used to support additional enforcement activities within the Private Sector Housing Service and funding housing focused Trading Standards Officers.</p>
CT/0624/13	Information to be provided regarding how a tenant and resident can find out whether there home has any asbestos, and whether that information is in a single place that could be easily accessed by them.	<p>Susanne Afra Head of Capital Works</p>	<p>Any enquiries regarding asbestos should be sent to AsbestosCompliance@camden.gov.uk</p>
	Local Issues		
CT/0624/14	<p>Local Labour Force Motion</p> <p>The DMC asked to be provided with information regarding a breakdown of the Repairs Budget in relation to how much of the budget was being provided in-house and how much was provided by contractors.</p>	<p>Tony Castle Head of Repairs Operations</p>	<p>Please see full response at the end of the table.</p>

CT/0624/15	The DMC also asked for information on the cost of the out-of-hours contact, the hourly rate and the value for money judgement on the contract, along with whether this could be better done in-house.		Except for some longer duration jetting works, out of hours are delivered in house. There are caveats here around the availability of DLO. There are ongoing and extensive talks with HR, Trade Union representatives and senior management. Where there are no DLO to cover these periods then the council have no alternative other than to outsource to its procured partners to ensure emergency situations are covered.
CT/0624/16	That the motion set out above be agreed and asked for a report back to the DMCs on the proposals in the motion, along with the details on the planning application and proposals for the site once the information was available.	<p style="text-align: center;">David Burns Direct of Economy, Regeneration & Investment</p>	A report will be provided for the December round of DMC meetings

GOSPEL OAK DMC ACTIONS – 05 SEPTEMBER 2024

Item	Action	Responsible Individual/Department	Comments
	Minutes and Progress Report		
GO/0924/01	An update on Maitland Park Community Centre	<p style="text-align: center;">Steve Downes Head of CIP Development</p>	<p>Letting process re-commencing with the aim of selecting a VCS organisation who can share the space with the TRA, and take on the management responsibility and costs. Advert is due to go out in November.</p> <p>The Maitland Park TRA have been asked to join the process to help select an operator.</p> <p>The TRA are using the space for meetings in the interim until the space can be let.</p>

	Cabinet Member for Better Homes Update		
GO/0924/02	Officers agreed to share the link to details of tenant satisfaction measures that had been implemented.	Robert Quaye Senior Tenant Participation Officer	<p>The correct and relevant access link has been emailed out to Gospel Oak DMC members on 02.10.24.</p> <p>Previous access issues were due to Gov.uk technical difficulties, which have now been resolved.</p>
GO/0924/03	Officers agreed to provide an update on the empty block in West Kentish Town estate	Steve Downes Head of CIP Development	<p>Officers in the CIP team have advised as below;</p> <p>UCL owns Hawkridge House site and is in negotiations with a developer about the sale of Hawkridge House. The future of the property will therefore depend on the developer's aspirations for the site and the outcomes of any discussions with the planning service about future development if they seek to make changes to the building.</p> <p>The building sits next to the WKTE development but is not in Camden's ownership. Once any development proposals start to move forward there will be an expectation from the planning service that the developers engage with the public and local stakeholders on their ideas.</p>
	Local Issues		
GO/0924/04	The Committee asked for an update on the future of Holmes Road Depot	David Burns Direct of Economy, Regeneration & Investment	A report will be provided for the December round of DMC meetings

<p>GO/0924/05</p>	<p>The Committee requested an update on where the Council was with creating personal emergency evacuation plans (PEEPs) for disabled residents and also whether PEEPs were created for those in street properties.</p>	<p style="text-align: center;">Michal Jankowski Head of Building Safety</p>	<p>Currently, there are no legislative requirements to implement PEEPs in residential housing (general needs housing). This is a complicated matter because PEEPs require detailed plans explaining how a vulnerable person will be evacuated (e.g. Via use of an evac chair etc).</p> <p>In general needs housing, due to a lack of permanent staff on site, there is insufficient practical means of evacuating anyone. Additionally, most of our blocks are based on the stay-put policy evacuation strategy. This means that the Fire and Rescue Service attending to an incident would be in control of that building, and any potential full-scale evacuation would be ordered by them. If anyone were to be rescued as a result, the London Fire Brigade (LFB) would manage such activity under their Rescue policy.</p> <p>Therefore, what Camden is currently implementing is a process based on analysis of our vulnerable residents across the high-rise buildings, with an aim to undertake a person-centred fire risk assessment (PCFRA), evaluate each person's risk exposure, and develop suitable and practical control measures. Additionally, the risk rating will be shared (anonymously) with the LFB through the inclusion of block plans in Secure Information Boxes (SIB's). Once this has been completed</p>
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successfully, the project will be evaluated and considerations will be made on how best this can be rolled out to low-rise blocks, including street properties.

PCFRAs will be offered to all residents, regardless of the building they live in, if a referral is made to the Fire Safety Team. However, as SIB boxes only feature on high-rise blocks, this information will only be included for those blocks.

HOLBORN DMC ACTIONS – 10 SEPTEMBER 2024

Item	Action	Responsible Individual/Department	Comments
Works Communication to Tenants and Residents			
HOL/0924/01	Further detail to be provided on the contractual requirements for communications with tenants and residents.	Thomas Broad Consultation and Engagement Manager	The standard we hold our contractors to (as regards communication with residents) is measured by whether or not residents themselves feel communication from the contractor to be good enough, this relayed in the form of satisfaction surveys. We target contractors to achieve a minimum of 75% resident satisfaction.
HOL0924/02	Officers to follow up on concerns about the progress of snagging works at Falcon House, and issues with allocating responsibility for repairs during capital works.		This has been fed back to the head of capital works to follow up with the project manager.
HOL/0924/03	Officers to follow up on duplicate correspondence being sent to Judith Milner, Langdon House.		This matter has been raised with leasehold colleagues who will action accordingly.
HOL/0924/04	The Consultation and Engagement Manager would follow up on timelines and notice periods for the Birkenhead renovations with		Residents will be informed of works with a minimum of 2 weeks notice. For larger and more disruptive or impactful works we will

	the Head of Capital Works.		give as much additional notice as we can.
Update from Cabinet Member for Better Homes			
HOL/0924/05	<p>The Cabinet Member for Better Homes to investigate the removal of a kitchen and bathroom from a void property on the Tybalds Estate if more details could be provided by the TRA. Update to action – address details now supplied.</p>	<p>Tony Castle Head of Repairs Operations</p>	<p>The property required a renewal of the kitchen and bathroom due to non-standard items installed by the previous tenant, which did not comply with Housing Health and Safety Rating System (HHSRS) standards to ensure any future repairs will be maintained by our Repairs team.</p> <p>Below is a summary of the work carried out:</p> <p>Kitchen Renovation:</p> <ol style="list-style-type: none"> 1. Rewiring and Electrical Upgrades: <ol style="list-style-type: none"> a. The kitchen circuits were rewired and the Consumer Control Unit (CCU) was upgraded. We also installed a fused spur for ignition and an extractor fan, as these were missing. b. New electrical sockets were added above the worktops for convenience. 2. Kitchen Units: <ol style="list-style-type: none"> a. New kitchen wall and base units were installed to replace missing units, ensuring proper storage space for future tenants. 3. Taps, Sink, and Plumbing: <ol style="list-style-type: none"> a. The non-standard taps and sink, as well as an improperly installed flexi connection under the sink, were replaced with standard, compliant fixtures. 4. Cooker Space: <ol style="list-style-type: none"> a. The cooker space was repositioned to a safer and more practical location in the kitchen. 5. Flooring: <ol style="list-style-type: none"> a. The laminate flooring under the kitchen units was removed and replaced with

			<p>durable vinyl flooring.</p> <p>6. Fire Safety:</p> <p>a. A fire-rated board was installed in the wall between the kitchen and living room to improve fire safety compliance.</p> <p>Bathroom Renovation:</p> <ul style="list-style-type: none"> • Non-standard fixtures in the bathroom were replaced, and plumbing and ventilation were upgraded to meet safety regulations. <p>Gas Meter and Electric Cooker:</p> <p>As the gas meter has been removed, a new electric cooker will be installed as a gift for the new resident, ensuring their convenience and safety.</p>
<p>HOL/9724/06</p>	<p>Officers to investigate the issue of contractors carrying out potentially unnecessary tests on a regular basis, charging the Council and leaseholders.</p>		<p>The enquiry is too vague to give a direct response. However, FLAGEL compliance is an essential part of being a compliant landlord. For FLAGEL based contracts servicing (AKA Testing) is of a prescriptive nature based on legislative need. Additionally, orders are compared by AM colleagues at regular monthly meetings.</p> <p>If the panel has specific examples, then I would be happy to either explain or investigate.</p>
<p>HOL/0924/07</p>	<p>The Cabinet Member for Better Homes offered to follow up on questions about the new online reporting system if Andrey Kobilnyk emailed with further information.</p>	<p>Scot Reid Head of Property Customer Service & Engagement</p>	<p>Our new Online Repairs Portal is nearly ready to launch, for residents to report and track their own repairs 24/7. It's replacing the housing repairs part of the Camden Account (but the Camden Account will still be there for all the other things it does). The new Repairs Portal will let you report more repairs more easily, including most communal repairs, and you'll be able to check status updates of your repair online.</p>

			<p>One of the things we're proudest about in Camden is the strength we draw from our diversity as a borough, and it's crucially important to us that we support all of our residents from every background. We've taken time and care to make sure the new system is straightforward, easy to use, and fully accessible, drawing on the experiences and needs of our residents, and the practical feedback of people who have been using this same system in many other councils and social housing providers. One of the things we're introducing alongside the Repairs Portal is instant support over live chat while using the Portal – if you're struggling with it, or if it's not working like you expect, then during normal working hours you'll be able to click straight through to a real live person who can help. We've been testing the new system with residents since the beginning of 2024, and now we're keen to give DMC reps access to the new system before it goes live. We'll be holding sessions where reps can see what it looks and feels like, how it works, and how much easier it is to use. We're really interested to find out what you think, and hear your feedback. If you'd like to book a space on one of these sessions, please register your interest online at https://forms.office.com/e/3YKVFwvFHV</p>
HOL/0924/08	The Chair suggested that DMC meetings might need to be rescheduled to enable sight of reports on the Housing Asset Management Strategy and Capital Programme and on the Medium Term Financial Review before Cabinet decisions on 11 December 2024.	<p style="text-align: center;">Stanton La Foucade Tenant Participation Co-ordinator</p>	This concern will be addressed at the next DMC chairs agenda setting meeting with the cabinet member
HOL/0924/09	Information on retrofitting and work to inform a new approach to participation to be brought to a future meeting.	<p style="text-align: center;">Susanne Afra Head of Capital Works</p>	An update can be provided for a future meeting.

	KPI Dashboard		
HOL/0924/10	A catalogue of local performance indicators to be provided, along with a progress update on their development and an overview of how they are organised.	Maria Jacobs Head of Neighbourhoods	Existing KPI's are already shared on the DMC microsites. New ones will be added as we develop them.
	Action Points Update		
HOL/0924/11	Cabinet Member for Better Homes to provide an update on heating charges and support for residents in debt.	Sean Scot Head of Leaseholder Services and Housing Income	We had the Deep Dive last week and will be providing an update to DMCs in January on the heat scale charges for 25/26, after we receive pricing info from Laser
HOL/0924/12	Officers to share when the current rent settlement would end.	Maria Jacobs Head of Neighbourhoods	Current rent settlement will end in 2025/2026. The government will consult on new rent settlement.
	Any Other Business that the Chair Considers Urgent		
HOL/0924/13	A report to be provided on the future of the Holmes Road depot.	David Burns Direct of Economy, Regeneration & Investment	A report will be provided for the December round of DMC meetings
HAMPSTEAD DMC ACTIONS – 12 SEPTEMBER 2024			
Item	Action	Responsible Individual/Department	Comments
HAM/0924/01	Officers to provide information on how to report ASB It was noted this was an action from the June round, Officer agreed to circulate the new leaflets was being designed at the time	Sonia Mason Community Safety Manager	<ul style="list-style-type: none"> Residents are encouraged to report ASB via the following ways: Complete our online form to report anti-social behaviour Phone: 020 7974 4444 (9am to 5pm Mon- Fri.) If you're a Camden council tenant or

			<p>leaseholder and the antisocial behaviour is happening on council estate between 4pm and 4am you can call the Responsive Security Patrol on 020 7974 4444 (every day)</p> <p>Quick comms leaflets will be circulated once they have been finalised by the design team.</p>
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CT/0624/14	<p>Camden Town DMC Actions - Local Labour Force Motion</p> <p>The DMC asked to be provided with information regarding a breakdown of the Repairs Budget in relation to how much of the budget was being provided in-house and how much was provided by contractors.</p>	<p>Tony Castle Head of Repairs Operations</p>	<p>Please see full response below.</p>
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Camden Repairs (DLO) subcontractor usage
 D2D Responsive Repairs
 April 2023 - August 2024

Financial value (split by completion date)
 Group Responsive Rej

Visit count (split by completion date)
 Group Responsive Repa

Row Labels	DLO	Subcontractor	DLO % Split
<input type="checkbox"/> 2023-24			
Apr	616,040	427,389	59%
May	641,387	503,462	56%
Jun	722,102	581,428	55%
Jul	698,609	475,552	59%
Aug	673,097	409,774	62%
Sep	717,406	590,551	55%
Oct	793,737	743,503	52%
Nov	795,722	603,448	57%
Dec	601,278	356,526	63%
Jan	793,678	530,336	60%
Feb	737,981	356,455	67%
Mar	610,663	173,476	78%
2023-24 Total	8,401,699	5,751,900	59%
<input type="checkbox"/> 2024-25			
Apr	784,161	272,633	74%
May	865,708	252,094	77%
Jun	895,039	327,674	73%
Jul	1,015,665	263,343	79%
Aug	740,764	117,798	86%
2024-25 Total	4,301,337	1,233,542	78%
Grand Total	12,703,035	6,985,443	

Row Labels	DLO	Subcontractor	DLO % Split
<input type="checkbox"/> 2023-24			
Apr	3,959	320	93%
May	4,129	405	91%
Jun	4,589	520	90%
Jul	4,532	428	91%
Aug	4,492	386	92%
Sep	4,629	435	91%
Oct	5,348	495	92%
Nov	4,835	382	93%
Dec	3,833	353	92%
Jan	4,885	446	92%
Feb	4,386	465	90%
Mar	3,917	285	93%
2023-24 Total	53,534	4,920	92%
<input type="checkbox"/> 2024-25			
Apr	4,601	415	92%
May	4,334	373	92%
Jun	4,304	287	94%
Jul	4,597	343	93%
Aug	3,590	223	94%
2024-25 Total	21,426	1,641	93%
Grand Total	74,960	6,561	

Title: Housing Revenue Account (HRA) Budget 2025/26

Information/Discussion Report: Discussion Item

Recommendations: The DMC is asked to note the report and provide comment.

Report Summary: This report provides an update on Housing Revenue Account (HRA) 2025/26 Budget Setting progress ahead of the January Joint DMC meeting at which DMC representatives will be asked to provide feedback on proposals.

1. INTRODUCTION

- 1.1. This report provides an update on Housing Revenue Account (HRA) 2025/26 Budget Setting progress ahead of the January Joint DMC meeting at which DMC representatives will be asked to provide feedback on proposals being taken to January Cabinet for approval by members regarding rents, service charges, the heating pool and the budget. An example of the template to be completed as part of the individual DMC meetings (part of the Joint DMC meeting) is shown in Appendix B.
- 1.2. The mid-year forecast in 24/25 predicts an overspend in the HRA of £3.5m as shown in Appendix C. The main pressures relate to:
 - **Repairs**, including compensation and legal fees relating to disrepair cases.
 - **Insurance** these costs have been increasing over the past few years beyond budgeted levels.
 - **Higher depreciation cost** for HRA assets, this means that a higher contribution must be made to the Major Repairs Reserve (MRR) and used for capital investment in the stock.
 - **High interest rates** (variable average 4.9%) which affects the borrowing budget. It is projected that interest rates should fall in 25/26 so this should not be a pressure next year.
- 1.3. The overwhelming financial pressures, caused by the previous government's austerity-driven policies, has jeopardised the funding of social housing across the country. The self-financing regime has been completely undermined with the funding system for social housing fundamentally broken - its foundations require fixing. Residents may be interested to read in more detail about the [Future of Social Housing report](#) that was presented and signed by many Councils which asks Government to step in and make the financial model sustainable again. The original settlement deal has been deviated from in many ways- not just the assumed income streams which were originally RPI + 0.5% + £2/week and are now subject to Rent Standards (recent years CPI + 1%) or in the case of the Welfare Reform (16/17-19/20)

1% annual cuts for 4 years. It has been calculated that the HRA has lost £168m of rental income since 2016 vs what it would have received if the policy had been kept consistent at CPI + 1%, this is all money that could have been reinvested into the HRA stock and services. Other assumptions have changed since the settlement from level of investment needed to the running costs of the services and repairs. Added to which there has been multiple years of new regulatory pressures to absorb- Fire Safety, Building Safety, Social Housing, with no burdens funding and new costs to pay to regulator and to be compliant with the new rules. The new regulations also impact Capital budgets, which has a knock-on effect to the wider better homes programme in terms of prioritising works. Camden officers always bid for available grants but the funding available compared with the scale of the capital need is minimal.

- 1.4. The main source of income for HRA is from social rents and the increases in rents are limited to the Rent Standard, which for 2025/26 has been confirmed as Consumer Price Index (CPI) + 1%. CPI was 1.7% for September 2024, meaning increases are limited to a maximum of 2.7%. Income from tenants' service charges and leaseholders are based on the actual cost of those services provided. The government has announced at the autumn budget that it is launching a consultation about another 5 year Rent Standard of CPI + 1%, with a possibility to set a 10 year agreement. Camden will be drafting a reply over the next couple of months and will reiterate the wider financial support that the HRA requires as part of the response.
- 1.5. The 2025/26 budget must focus on the financial sustainability of the HRA, eradicating overspends, delivering on MTFs (medium term financial strategy) savings and replenishing the reserves. In absence of any external funding interventions, for the Housing Revenue Account to remain financially stable the Council will need to continue to take difficult decisions. This will include the delivery of savings already agreed as part of the current MTFs and will require further budget savings to allow the Council to set a balanced HRA budget for next year.

2. 2024/25 BUDGET PRESSURES

- 2.1. **Inflation and Corporate** – CPI inflation has fallen significantly since its peak of 10.7% in November 2022, to 1.7% in September 2024. However, this is not the only cost inflation the HRA is impacted by. The HRA has many types of cost inflation:
 - Staff inflation is determined following national negotiations and is therefore not a controllable factor. For the past few years, the negotiations have been slow and the result higher than assumed budget.
 - Some external contracts are index-linked, and these fluctuate month on month and run at different rates to CPI (e.g. RPI was 2.7% vs CPI of 1.7% for September 2024). The construction industry costs are often linked to BCIS indices, which are currently higher than CPI (around 3.4%) and therefore impacting the Repairs budgets.
 - Energy costs have fallen since their peak in mid-2022 but remain high by historical standards.
 - Insurance premiums have significantly grown in recent years beyond CPI levels.
- 2.2. In the recent Autumn Budget, it was also announced that **Employers' National Insurance** contributions will increase from April 2025. The secondary Class 1 National Insurance (employer) threshold will decrease from £9,100 to £5,000 per

annum, and the main rate of secondary Class 1 National Insurance (employer) contributions will increase from 13.8% to 15%.

- 2.3. **Depreciation** has increased significantly. The HRA must transfer the full cost equivalent of its depreciation to the Major Repairs Reserve every year. This is then used to fund capital investment of HRA stock.
- 2.4. **Further regulation** has been introduced through the Social Housing (Regulation) Act 2023 which gained Royal Assent last year, to add to the Fire Safety Act 2021 and the Building Safety Act 2022. The Social Housing (Regulation) Act 2023 will introduce Ofsted and CQC-style inspections for social housing providers against the Regulator for Social Housing's consumer standards. As a landlord, Camden is making informed investment decisions to be able to improve the quality of its' housing stock, as well as have a deeper understanding of the needs of tenants which will inform the way the Council communicates and engages with tenants. In order to ensure regulatory compliance, the Council has increased staffing costs to work on the Housing Transformation Programme, which is a cross-Council corporate effort aligning housing and repairs services.
- 2.5. **Transfer to HRA reserve-** The HRA reserve has provided protection at times of need but has been depleted in recent years and it is critically important that it is replenished as quickly as possible to ensure it is financially stable over the medium term.
- 2.6. Offsetting some of these pressures are the **MTFS savings for 25/26 totalling £1.48m**, as approved by Cabinet in January 2023. It is important that the savings continue to be achieved otherwise it would result in an overspend to the balanced HRA budget. See section 5 below.
- 2.7. Due to the scale of the pressures compared to the income available, the HRA budget is currently out of balance for 2025/26. New savings options are being reviewed with directors. These will be tabled at the December DMC meeting as they are not yet confirmed.

3. RENTS

- 3.1. Under the current rent standard, the Council can increase rents up to a maximum of inflation (Sept CPI 1.7%) plus 1%. The rent standard recognises that the HRA needs to be able to fund more than inflation each year to operate due to being ringfenced and without external funding for items as referenced in the pressures section above.
- 3.2. **The maximum permitted rent increase for 2025/26 would be 2.7%**, which would generate £3.7m in income for the HRA, costing an average 2 bed property £3.84 extra per week. Average rents for Camden if increased by 2.7% next year would still be c.£12 per week lower than they would be if increased just by CPI since 2015/16 (due to four years of 1% reductions and fixed cap at 7% vs CPI 10.1% for 23/24).
- 3.3. The impact on average rents is shown in Table One below.

Table One - Rent 2025/26

Bed size	Average Rent 24/25	Increase 2.7%	Average Rent 25/26 2.7%
0	£105.12	£2.84	£107.95
1	£125.28	£3.38	£128.67
2	£142.11	£3.84	£145.94
3	£158.96	£4.29	£163.26
4	£176.93	£4.78	£181.71
5+	£194.26	£5.25	£199.51

3.4. Rent is eligible under housing benefit and universal credit. Information on Camden's website on support for residents is available here: <https://www.camden.gov.uk/cost-of-living-support> .

3.5. DMC members will be asked for their views on the Council's strategy to consider rent increases from April 2025 at the joint DMC meeting in January.

4. SERVICE CHARGES

4.1. Tenants pay fixed service charges for caretaking, grounds maintenance, CCTV, mobile security, concierge, maintenance of mechanical and electrical equipment in communal areas and block and estate lighting, if they receive that service.

4.2. If service charges are raised by underlying inflationary pressures for each service, this would mean increases to charges as shown in **Table two** below, generating c. £0.9m. It is proposed to freeze Communal Lighting charges and not increase to reflect a forecasted reduction in the cost of electricity. These service charges are all eligible under housing benefit and universal credit.

Table two- tenant service charges

Tenant weekly service charges	2024/25 weekly charge	2025/26 weekly increase	2025/26 weekly charge	% change
Caretaking	£11.83	£0.59	£12.43	5%
Communal Lighting	£3.09	£0.00	£3.09	0%
CCTV	£1.14	£0.08	£1.22	7%
Communal M&E Maintenance	£1.45	£0.07	£1.53	5%
Ground Maintenance	£2.26	£0.27	£2.53	12%
Responsive Housing Patrol	£0.75	£0.05	£0.80	7%
	£20.52	£1.07	£21.58	

4.3. Additionally, some tenants pay for the enhanced CCTV service (as agreed at January 2019 Cabinet) once the new cameras are installed. The charge is £1.12 per week (on top of the CCTV maintenance charge) for 7 years. The original approved amount was £2.10 per week including CCTV maintenance which was then 98p. Therefore, the incremental charge for enhanced CCTV service was agreed to be £1.12 per week.

4.4. DMC members will be asked for their views on the Council’s strategy to consider service charge increases from April 2025 at the joint DMC meeting in January. As the charges fund the inflated cost of the current services, any reduction in funding would mean that the service would have to be scaled back in the medium term.

5. SAVINGS

5.1. Savings for 2025/26 of £1.48m have been adjusted to the budgets as these were approved in Cabinet for the period 2023/24-2025/26. Directors have confirmed their ongoing commitment to deliver these. The only change is that the budget from Chalcots project cannot yet be released to add to Spring Clean budgets. This is because the Chalcots project is due to finish Summer 2025, work is underway to all five towers and a new A1 fire rated cladding and curtain wall system is being installed.

Savings	25/26
Rental income from reletting properties in the commercial properties portfolio	0.05
Garage Rents	0.13
Reviewing Our Services to Leaseholders	0.35
Rent Collection - Bad Debt Provision	0.25
Housing Transformation	0.30
Family Friendly Strategy	0.40
Re-allocation of Spring Clean Budget 2023/24 and 2024/25	-1.00
Re-allocation of Chalcots funding from 2025/26 upon completion of Works	1.00
Total savings	1.48

6. HEATING POOL

6.1. At January Cabinet 2023, in recognition of a significant spike in gas and electricity prices, heat scales for 23/24 were increased by 175% and credits totalling £3.5m were applied to accounts to limit the increase to residents on scales to 125%. It was also agreed that the heating pool deficit (created by heating charges being less than actual costs to the HRA of gas and electricity during 2022/23) would be carried forward and

recovered in later years. At January Cabinet 2024, 24/25 heat charges were effectively frozen to repay the HRA for the deficit incurred.

- 6.2. Work is underway to refresh the heating pool using the latest updates from LASER on next year's price forecasts. As at March 2024, the heating pool was still in deficit as predicted but it is forecast that the deficit will be much smaller by March 2025 (based on forecasts from earlier in the year). The Q2 forecast shows that costs are lower than budgeted but as prices remain volatile, it is too early to confirm in this report how this will impact the scales for next year.
- 6.3. DMC members will be asked to consider the recommendation on heating charges for 2025/26 at January DMC meeting.

7. FORMAL CONSULTATION

- 7.1. The joint DMC meeting will take place on 8th January 2025. The January report will contain details of all proposals being taken to Cabinet as well as considerations around affordability.
- 7.2. A list of the consultation questions that will be put before DMCs is in **Appendix B**.

Report Ends

Appendix A – Tenant Service Description

Service Charge	Purpose
Caretaking	<p>This charge is for the cost of cleaning the communal and external areas of Camden’s blocks and estates including the 23 street properties that receive a caretaking service.</p> <p>The enhanced service focuses on improved quality and achieving the standards and targets developed in partnership with residents. To ensure not only continuous improvement but</p> <ul style="list-style-type: none"> • Cleaner estates – inside and outside areas that are now cleaned by our inhouse caretaking team • More caretakers – you'll see them out and about in their new blue uniforms • Faster response times <p>The caretaking service is provided by caretakers, caretaking managers and principal caretaking managers.</p> <p>The cost of cleaning communal windows is included in the charge. Our window cleaning team managed by the caretaking support and response team manager clean the communal windows inside and out every six months.</p> <p>Camden has a huge variety of property types and the service has to adapt to suit the needs of the different blocks and estates. Duties undertaken by the service include:</p> <ul style="list-style-type: none"> • Resident safety – health and safety and fire safety checks undertaken daily to all communal areas • Supporting vulnerable residents • Cleaning service to lobbies and lifts every day • Check lights to communal areas and replace bulb s dependent upon fittings below 3m • liaise and support contractors working on the blocks • Signpost rough sleepers to support them to move on • External sweeping on estates. • Refuse and bulk item management - by cleaning bin rooms and rotating bins to avoid overflow and spillage, clear chute blockages, clean up dangerous items and move bulk waste to the correct pace of storage • Identify and report essential and emergency repairs • Reporting of ASB, missed refuse collections, monitor grounds maintenance contractor etc. • Assisting Police and LFB on site when necessary. • Provide the emergency out of hour’s service via residential Caretakers that runs between 5pm until 11pm on weekdays and 9am until 11pm at weekends • Seasonal work such as gritting during the winter maintenance process

	<ul style="list-style-type: none"> • Project work including deep cleaning, painting to communal areas etc.
CCTV	The charge for this service covers the cost of Planned Preventative Maintenance and repairs to CCTV systems in Camden's housing premises. It also covers the cost of the CCTV hub which is a monitoring system. In addition to fixed/permanent CCTV cameras, mobile units can be deployed (where available) in conjunction with information received from the mobile patrol team and the police. Images can be shared with the Police, partners and Council officers.
Communal lighting	This covers the cost of communal electricity and the carrying out of the Planned Preventative Maintenance of and repairs to communal block and/or estate lighting. The contract includes repairs to all lighting to communal areas and electrical installations. There may also be additional repairs not covered by the contract. Generally Camden's caretakers replace bulbs where they are below 3m.
Grounds maintenance	This charge is your share of the costs incurred by Camden for maintaining the communal green spaces and trees on estates and communal gardens. Works to trees are carried out on a 3-5 year cycle although some work is undertaken on an ad-hoc basis where the need arises.
Responsive Housing Patrol	<p>This charge covers the provision of the responsive mobile security patrol to Camden's housing estates. The team helps to ensure there are reduced instances of anti-social behaviour around Camden's housing estates, improving security with targeted patrols and providing reassurance for residents.</p> <p>The mobile patrol team operates between the hours of 4pm and 4am Monday to Sunday every day of the year. Between the hours of 4pm and 4am you should telephone Contact Camden on 020 7974 4444 to request the assistance of the mobile patrol team.</p>
Communal M&E maintenance	This charge covers the repair and maintenance of Mechanical and Electrical equipment in the communal areas of dwellings.

Appendix B – Rent and Service Charge Setting consultation questions

District Management Committee Feedback

DMC.....

Recommendation	Yes	No/Other
Rent Increase: CPI + 1% (2.7%)		
Increase Tenant Service Charge-Caretaking: 5% (59p)		
Increase Tenant Service Charge-CCTV: 7% (8p)		
Freeze Tenant Service Charge-Communal Lighting: 0% (0p)		
Increase Tenant Service Charge-Communal M&E Maintenance: 5% (7p)		
Increase Tenant Service Charge-Grounds Maintenance: 12% (27p)		
Increase Tenant Service Charge-Responsive Housing Patrol: 7% (5p)		
Heating Pool Charges: TBC		
Any other feedback/Views		

Appendix C – 24/25 Forecast as at Q2

Expenditure:	23/24 Actuals £'000	Current Budget £'000	2024/25 Forecast £'000	Variance £'000
Repairs and Fire Safety	73,931	69,040	71,047	2,007
Housing Management Services	29,772	29,861	32,250	2,389
Commercial Properties	1,673	1,797	1,797	-
Housing Needs	1,117	1,375	1,375	(1)
Supported Accommodation	1,498	2,511	1,771	(739)
Estate Management	19,714	19,439	20,069	630
Power	28,788	29,192	24,430	(4,762)
Rent and Rates	5,019	5,170	5,849	679
Tenant Mgmt Organisations	2,359	2,610	2,617	8
Debt/Capital Outlay/Contingency	64,244	74,355	77,714	3,359
Bad Debts Provision	2,224	2,248	2,683	435
Corporate & Democratic Core	4,092	4,617	4,648	31
Total Expenditure	234,431	242,215	246,250	4,035
Income:				
Dwelling Rents	(150,128)	(160,460)	(161,530)	(1,071)
Shops, Garages, Sheds and Parking	(14,147)	(13,509)	(14,263)	(754)
Charges for Services	(66,844)	(67,246)	(64,456)	2,789
HRA Investment Income	(3,721)	(1,000)	(2,490)	(1,490)
Total Income	(234,840)	(242,215)	(242,741)	(526)
Actual/forecast funding from reserve	(1,622)		(3,509)	(3,509)

Title: Housing Transformation update

Designation (Information/Discussion/Decision Report): **Discussion Report**

Recommendations: The DMC is asked to note the report

Report Summary: The purpose of this paper is to update the DMCs on progress of the Housing Transformation programme, raise awareness of key pieces of work and immediate priorities within the programme.

1. Context of Housing transformation

- 1.1 Camden Council wants people who live in Camden to have a place to call home. In 'We Make Camden', we recognise that a good home is a vital part of nearly every aspect of people's lives. Through the social housing, Camden Council plays a big part in the lives of tenants, estates, and communities. Council homes are an important part of connecting us into the wider Camden community and to connect people to services and support. Providing high quality housing services provides a platform for the Council to engage individuals, families and communities on wider preventative and support services – whether that is education, training, employment support or care. With a third of the Borough's housing managed by the Council, there is a huge opportunity to make a difference. The Housing and Repairs Transformation programme is the vehicle for that change.
- 1.2 However, this aspiration needs to be set against a context of serious financial, regulatory, and delivery challenges. These in turn need to be understood against the background of a structural crisis in the UK housing market which has become an increasingly high-profile, political issue and has particularly acute manifestations locally in Camden. The scale and challenge of improving Camden's housing stock and services cannot be underestimated.
- 1.3 There are many factors that have led to the increasing challenge across the housing sector, but by far one of the most crucial is the financing and the precariousness of the Housing Revenue Account (HRA) position. As described in detail in the [2024/25 HRA rent setting report](#) a number of austerity-driven policy changes most notably the enforced rent reductions in the period 2016-2020 have resulted in a cumulative loss in rental income by 2023/24 of £135m.
- 1.4 In addition, emerging crises around fire safety and damp & mould in particular, have led to a large unanticipated increase in spend. Camden Council has spent £207 million of its own resources on fire and building safety capital works since 2017 and it has had to

divert revenue budgets away from other activities to tackle building safety and damp & mould. The result of this spending has meant that Camden has had to divert HRA resources away from other investment and to draw on reserves, which compromises the council's ability to respond to future shocks.

- 1.5 At the same time as this huge pressure on finances, the demand for social housing has only increased, fuelled by the depletion in affordable private rental properties and poor private rental conditions. Homeless presentations at the Council have risen sharply and are on track to have increased by almost 61% at the start of this year compared to 2022. With around 40% less PRS properties to offer residents since 2019, there has been a sharp rise in those placed in temporary accommodation and joining Camden's housing register, which comes with additional financial pressures on both the general fund and HRA.
- 1.6 Amidst these crises, the previous government introduced the Social Housing (Regulation) Act 2023 to introduce Ofsted and CQC-style inspections for social housing providers against the Regulator for Social Housing's four [consumer standards](#). As a landlord, Camden is expected to make informed investment decisions to be able to improve the quality of its housing stock, as well as have a deep understanding of the needs of tenants which should inform the way the Council communicates and engages with tenants. The increase in maladministration rates issued by the Housing Ombudsman by over 300% across the sector, this has also meant Local Authority landlords are under increasing media scrutiny.
- 1.7 The difficulties of meeting regulatory compliance is compounded by the age, condition and level of non-compliance of Camden's housing stock against the Decent Homes Standard, which currently sits at 9%. It is worth noting that this level of non-compliance sits below the London-average, and proactive decisions in recent years have produced the following achievements:
 - 50,000+ Fire Risk Assessment actions completed and no outstanding High Risk Actions remaining
 - 150 homes retrofitted and 150 in current retrofit programme with significant grant funding secured
 - Resident satisfaction 'Tenant Satisfaction Measures' above the London average
 - Of the 30% of residents having reported D&M, only 1% have a current case
 - First tranche of Building Safety Case Files submitted to the regulator
- 1.8 Despite these positive steps, the challenge remains that the level of investment needed to fully achieve compliance is far in excess of the available budgets and capacity to deliver the work. Work to develop an Asset Management Strategy suggests a very significant financial gap between a minimum viable investment strategy (to ensure compliance) and the resources the Council has for the housing capital programme. The strategy will look at options to bridge this gap.
- 1.9 Despite the significant structural challenges across the sector, Camden is ambitious and wants to deliver services beyond the baseline set by the Regulator. In order to do so, a generationally significant transformation of Camden Council's housing and repair model is required. This is to see the Council's housing services both in the context of wider

Council services and the shared ambitions articulated through 'We Make Camden' of helping people grow, live and age well and to tackle inequality. 'We Make Camden' and 'The Way We Work' set both a direction and an approach, establishing a focus for transformation that services are:

- Relational – prioritising building trust with people the Council will have long-term interactions with
- Accessible – ensuring services are responsive and designed to respond to people's priorities with a focus on creating digital era services
- Driven by data – using data to continue to improve – and continue to understand inequalities of access and outcome for Camden residents
- Connected to Camden tenants and their aspirations for their lives and communities.

1.10 The work to respond to these priorities and align housing and repairs services will require a very significant cross-council corporate effort. The Housing Transformation Programme provides the Council with the vehicle for this transformation, providing the necessary multi-disciplinary resources and focus to help us achieve compliance and financial viability in the short and medium term, with the ambition to become a leading social landlord.

2 Recent achievements of the Programme

2.1 Since 2022, colleagues across Housing and Repairs have been working to improve Camden's housing services, with various successful pieces of work completed. This includes launching a consultation for the restructure of Housing Services to ensure that the service is set up to make large-scale improvements once they are in place (further detail on the restructure is provided later in this report). Further successes of the programme has also achieved the following:

- The streamlining of housing service areas (from eight to four services), with new heads of services in place and delivering local improvements.
- The increase in rent arrears has slowed (from a 24% increase in 2023 to 1% in 2024), and a new digital system, RentSense, has been implemented to support officers in the prevention and recovery of rent arrears.
- The completion of the discovery of business requirements for Data and Digital Service projects across Housing and Property services, setting the programme team up to deliver on changes to systems over the coming years.
- Creation of a Domestic Violence and Abuse Policy and Procedure for Housing and improvements to the front door for victims fleeing DVA, helping the Council to achieve Domestic Abuse Housing Accreditation next year.
- Various Residents' Panels established, recruited to and successfully helping to analyse the Council's service delivery, performance and complaints.
- Developed a Council-wide approach to tackling ASB across the borough, including the creation of an ASB taskforce, recruitment of five ASB officers dedicated to

tackling ASB on housing estates and training for NHOs based on a new cross-council ASB Policy and Procedure.

- Successful delivery of the Resident Action Day, attended by over 100 tenant and leaseholders who participated in several workshops and provided feedback on their experience as tenants.
- Completion of recent external and communal stock condition survey and the commencement of 100% internal surveys to inform the development of an asset management strategy and programmes of work

3 Workstreams and upcoming priorities of HT Programme

3.1 Given the scale and importance of the challenge, the programme team and senior responsible officers (SRO) recently reorganised programme activity into six distinct workstreams, each with clearly defined scope and benefits to residents and frontline staff.

3.2 There are three distinct workstreams that sit within housing and repairs services, and three workstreams that make up ‘enabling functions’, representing support from services across the Council (e.g. Finance, HR, DDS) that enable and equip delivery across the programme. Details of each workstream are provided below:

Workstream	Description	SRO
Quality Homes	Ensuring Camden homes are safe, warm, dry and compliant, backed by a fit-for-purpose repairs service that ensures repairs are carried out efficiently, to the right standards	Gavin Haynes (Director of Property Management)
Housing Services	Providing high-quality, relational housing services based in neighbourhoods	Glendine Shepherd (Director of Housing Services)
Resident-centred	Changing the way Camden’s housing and repairs work with residents that is transparent, accountable and empowering	Scot Reid (Head of Property Customer Services and Contact)
Living Within Our Means (Enabling Functions)	Committing to ensuring a balanced Housing Revenue Account and supporting long-term financial stability	Jon Rowney (Executive Director)

		Corporate Services)
Data and Digital (Enabling Functions)	Enabling services with the right digital tools, systems, and data that is accurate and allows for continuous improvement	Jon Rowney (Executive Director Corporate Services)
The Way We Work In Housing (Enabling Functions)	Creating the conditions for staff to embed a culture of working that is proactive, responsive, relational and empathetic	Joanna Brown (Director of People and Inclusion)

3.3 Whilst there are many activities within the programme, it is useful for DMCs to note the current activity areas that the programme is prioritising and working to. These include:

- Ensuring Regulatory Compliance - preparing for and interpreting the Regulator of Social Housing's requirements (the 'Consumer Standards'), and mapping these against programme ambitions to prioritise efforts and resources appropriately. Such activity includes the development of an Asset Management Strategy, Service Standards, as well as key policies and procedures, e.g. Adaptation Policy and Repairs Policy.
- Transforming the Housing 'Front Door' – reshaping Camden's resident-facing contact channels and back-end processes to enable joined-up, accessible and easy-to-navigate services for tenants, leaseholders and officers. This will be underpinned by effective self-service options for residents, as well as the right tools, digital systems and autonomy that enable frontline staff to be accessible, able to provide the right support and advice quickly, with minimal handoffs.
- Asset Management Strategy – the development of a strategy that will set out the required trade-offs around investment in Camden's stock to manage the future of the Housing Revenue Account. This will set out the scale of the investment required to ensure stock meets regulatory requirements and the different options for generating the resources to fund these works.
- Relational Practice Model – development of a practice model for housing staff, providing the skills to employ trauma-informed practice, reflective practice, and provide a scaffolding for frontline staff and those managing them. This needs to be developed in step with the wider organisational approach and the opportunity afforded by the new Director of Relational Practice role and work to establish the Centre for Relational Practice.
- Housing & Property Digital Change Programme – a DDS-led programme underpinning the transformation of Housing and Property service areas, seeking to deliver efficient, responsive, and user-friendly data and digital systems that meet the needs of Camden's residents and support the Council's long-term ambitions to be a relational landlord.

- Improving Data Services – across Supporting Communities, effort and resources are being put into improving the Council’s data services, so teams can be confident that the data the Council holds is compliant, accurate, accessible and can be used to develop insights about services and residents. This will provide the conditions to continuously improve towards predictive and preventative models of service delivery and will underpin the success of those programme priorities listed above.
- Neighbourhoods Programme – working closely with this programme and supporting the Kentish Town Pilot by aligning approach to overlapping priorities in relation to the future neighbourhoods operating model and place-based services for Council tenants.
- Tenant Participation Model – development of a participation model that adopts the ‘We Make Camden’ participation approach to redesigning tenant participation within housing services, and to champion and enable community power on estates and neighbourhoods
- Voids Service Improvement – Working closely with colleagues across Housing and Property Management services to implement improvements across the Voids key-to-key process and reduce void turnaround times, such as conducting pre-void inspections by officers, facilitating early viewings with prospective tenants, and adding additional contractors to reduce turnaround times of voids in the repairs stage.

3.4 To ensure the programme is properly resourced, a Housing Policy, Performance and Assurance service has been established, sitting within Supporting Communities to work across Housing and Property Management. As well as being responsible for driving the programme, the new team will embed a culture of continuous improvement across Housing and Property Management and ensure Camden is resilient to any future changes to the Housing sector, including those of the Regulator of Social Housing.

4 Restructure of Housing Services

4.1 Across London there are high levels of turnover and sickness in the Housing sector, due to increasingly tougher demands and working environment, and higher workloads. One of the key drivers of the restructure and the wider transformation is improving the ‘The Way We Work in Housing’ to better support staff to keep them in posts, reduce long term sickness to ensure more consistent service delivery to residents.

4.2 The restructure has carefully managed and a transition plan for the next 12 months has been developed to ensure uninterrupted service delivery. Wherever vacancies have arisen or staff have left the council, interim solutions are in place to maintain continuity and support both residents and staff throughout this period.

4.3 However, during any period of organisational change there will be anxiety and stress about the future and this is no different in Housing. Certain steps have been taken to support staff through this process, including:

- Training sessions with staff to prepare them for the implementation of the restructure,

- Signposting to the Council's cross-organisational Employee Assistance Programme
- Engaging union reps closely throughout the process
- Holding sessions with teams in various locations across the borough to ensure they can talk to senior management and have open and honest conversations about change.
- Recommissioning of the Psychologically Informed Consultation and Training team to support teams navigating tricky cases

4.4 Recruitment is now underway following a period of consultation with staff and unions. Appointments into all vacant roles should conclude by the end of this calendar year. Please see **Appendix A** for detail on the new Housing Services structure.

5 **Appendices**

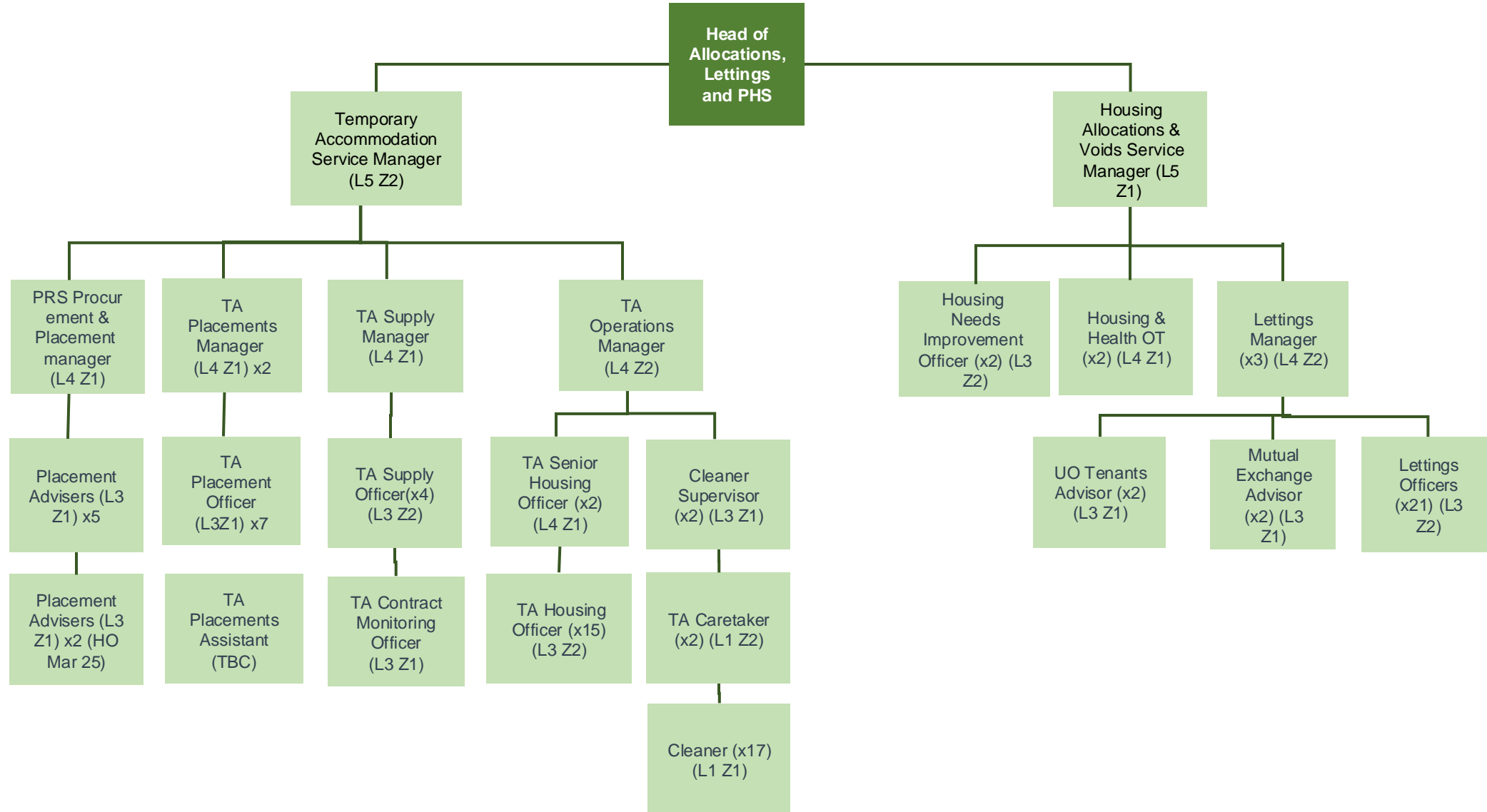
- Appendix A - New Housing Services Structure 2024

Report Ends

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1. Allocations, Lettings & Private Sector Housing structure

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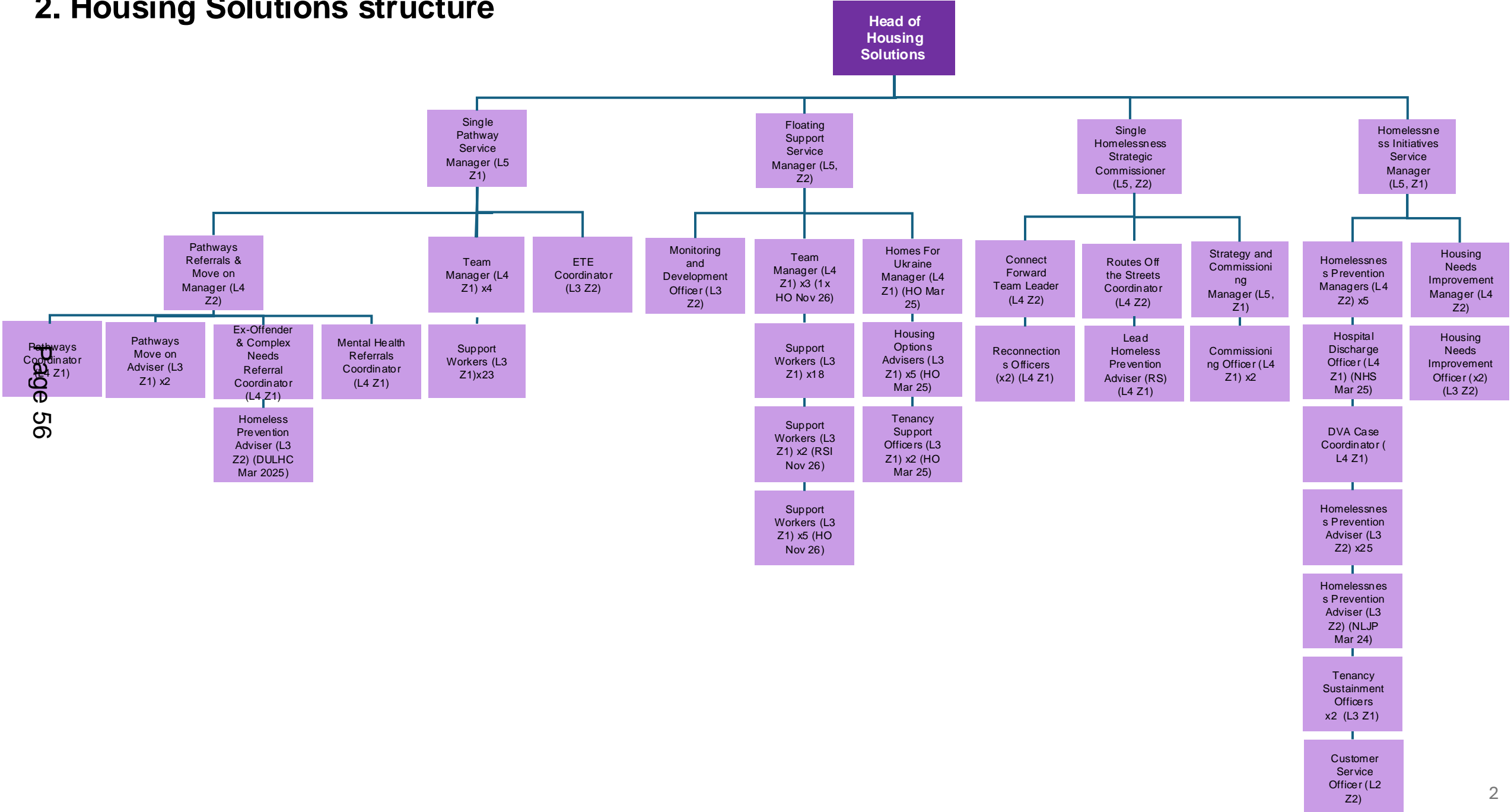
PSH Service out of scope

Empty Homes Coordinator (L3 Z2)**

Empty Homes Officers (L3 Z1) x2 **

**Moved from housing solutions to PSH team

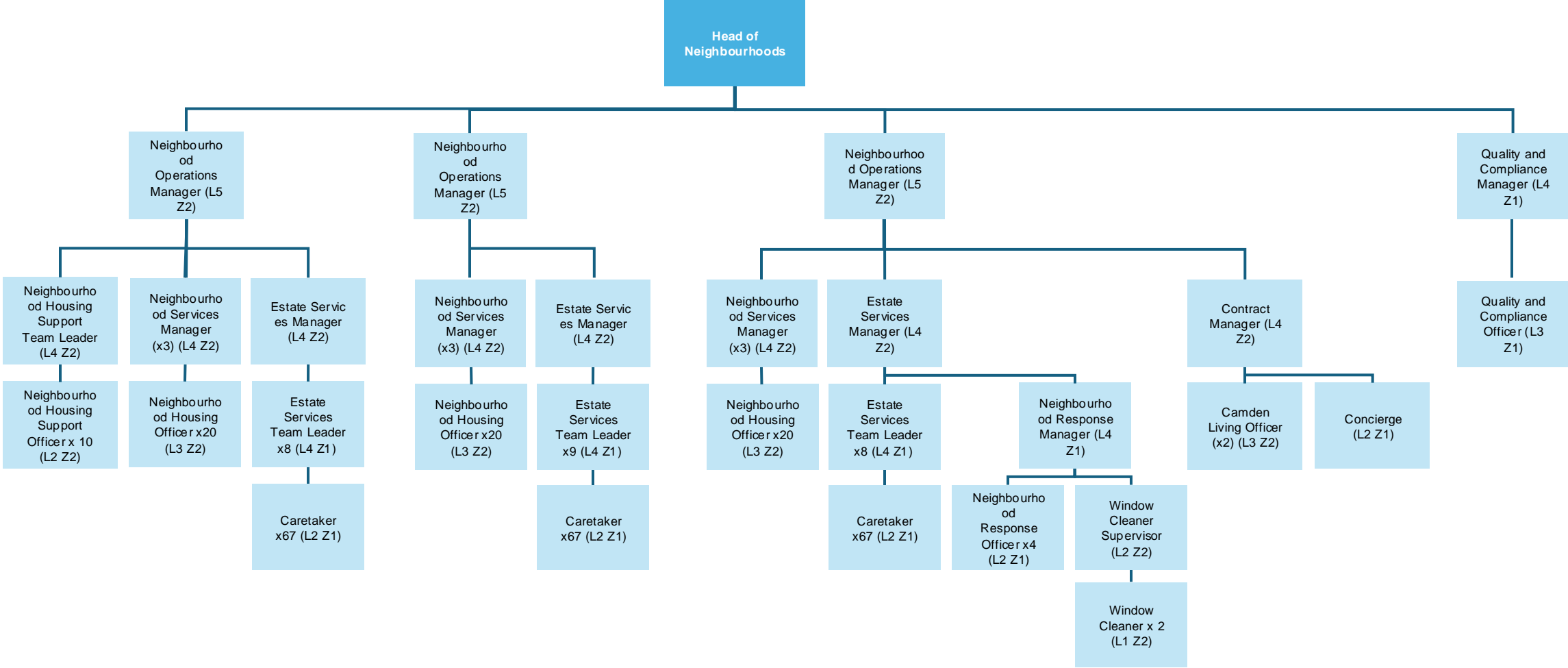
2. Housing Solutions structure



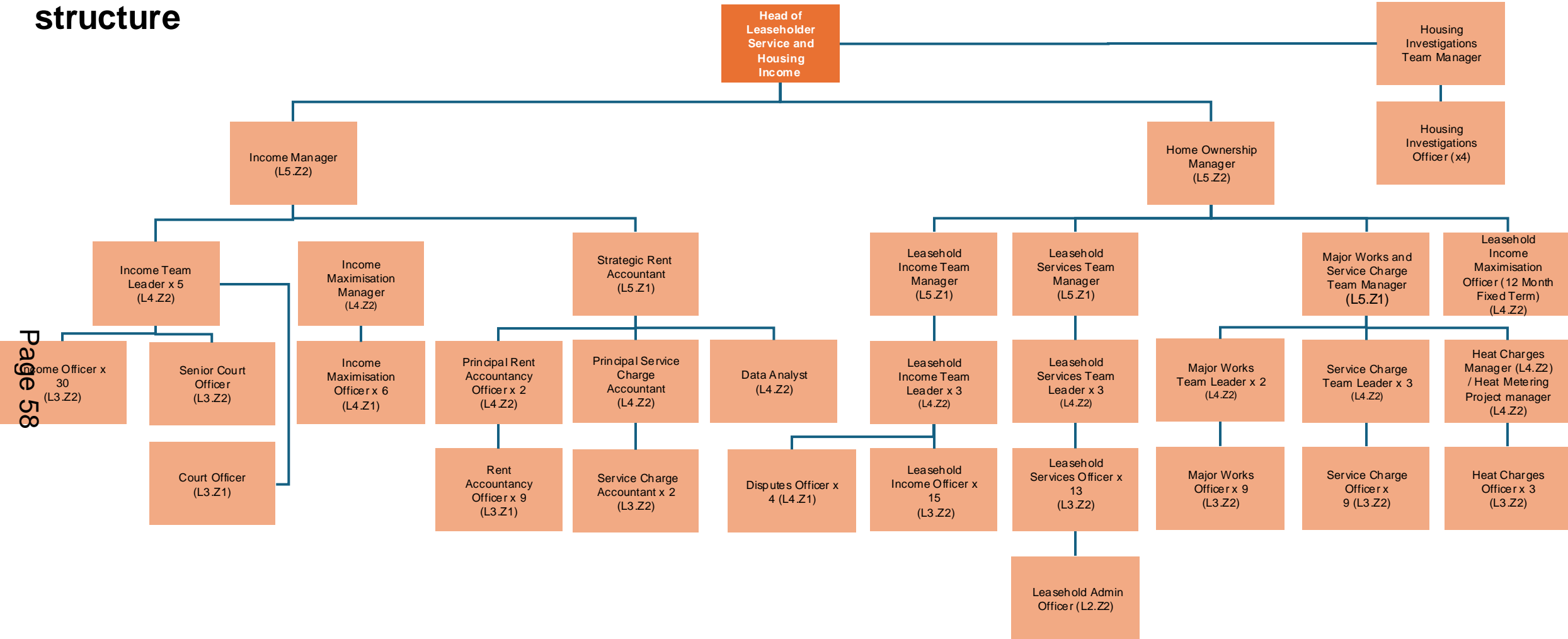
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3. Neighbourhoods structure

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4. Leaseholder Services and Housing Income structure



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DMC Round December 2024
Gavin Haynes
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Supporting Communities
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Title: CCTV programme

Information/Discussion Report: Discussion

Recommendations: The DMC considers the report

Report Summary: The DMC Chairs requested an update on the programme and how estates without CCTV would be considered for addition to the network.

1. Background

- 1.1 The work to renew the CCTV network continues at pace. The programme is funded by tenant and leaseholder service charges.
- 1.2 The new cameras are high definition and are connected directly to the control centre so we are no longer reliant on local recording.
- 1.3 DMC Chairs have asked about how estates without CCTV might be added to the network over time. This paper sets out the considerations.

Overall position on the new network

- 1.4 Of the 55 estates that were identified for upgrade, 23 (42%) estates have already been completed. In total, there were 612 old cameras at project commencement and 408 of the 612 old cameras have already been upgraded. This equates to 77% of cameras being replaced.
- 1.5 The current projection is for 700 new cameras to be installed in total, an additional 88 cameras on top of initial camera count, these have been added where better coverage is required. For example, on the Regents Park estates 38 additional cameras alone were needed.
- 1.6 Additional cameras may also be required on the complex estates still being delivered, for example Alexandra and Ainsworth, Rowley Way, Maiden Lane and the Abbey estates. These larger estates often require upgrades to electrical infrastructure and this takes additional time to co-ordinate.
- 1.7 In terms of monitoring, a monthly report is generated and shared with the relevant Cabinet Members and posted on the Council's website each month.

Camden's CCTV policy and approach to assessing requirements

1.8 The Council operates CCTV surveillance for the purpose of detecting and deterring crime, public disorder, anti-social behaviour and ensuring the safety and security of employees, members of the public, buildings and assets.

1.9 When new installations are considered the Council asks questions including:

- Are there other effective, less intrusive methods available or could appropriate safeguards be put in place if no other option is available
- Would its use be proportionate and justifiable
- Is it technically and logistically possible to install cameras in the locations requested
- Would the installation of the cameras deliver the specific priorities (pressing need) of the Camden Community Safety Partnership (CSP)
- Is there community support for the installation – have the relevant consents been taken in relation to the processing of sensitive/personal data which might be captured by the proposed CCTV

Funding installations

1.10 The current network renewal is funded through service charges to tenants and leaseholders. These charges were based on an assessment of upgrading the existing network. Residents on the network pay a CCTV maintenance charge of £1.14 a week and when the new cameras have been installed pay an additional charge of £1.12 a week for 7 years.

1.11 For estates not currently on the network, should the questions in 1.9 be satisfied, a quotation would need to be obtained and confirmation sought from finance colleagues on the Council's ability to forward fund the installation(s) when weighed alongside other priorities.

1.12 If the funding can be accommodated then tenants and leaseholders would need to be consulted on the service charge that would be levied for the installation on their estate.

2 Next steps

2.1 DMCs are asked to note the report. TRAs who would like to explore CCTV installation should raise this at their DMC meetings so that Community Safety colleagues can first consider the questions as set out above, ahead of any financial analysis.

Report Ends



DMC Round December 2024
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Title: Kentish Town DMC December Budget Report

Designation (Information/Discussion Report): Discussion

Recommendations: The DMC is asked to note the report notably the updates provided and new bids to be considered.

Report Summary: This report details the Camden Town DMC budget allocation for 2024/2025, progress on approved bids and any new bids submitted for consideration.

1. Minor & Major Revenue Works Budget 2024/2025

- 1.1 The minor revenue and major works budget for 2024/2025 is **£154,680.00**. This budget is the consolidated total of the former minor works and major revenue works budgets.
- 1.2 All TRAs are encouraged to submit their bids as early as possible to allow enough time for assessment prior to DMC consideration. All expenditure must occur within the current financial year (2024/2025), unless it is clear that an individual scheme meets the capital criteria and needs to be categorised as such. To avoid capitalisation (carry forward) DMCs are encouraged to commit their in-year budget by their December meeting.
- 1.3 In the normal course of events, unspent budget cannot be carried forward from one year to the next. These rules are put in place by the Finance Department to ensure good governance of the Council's resources and meet financial regulations.
- 1.4 In exceptional circumstances money can be spent on specific projects using budget from the previous year. These must be decided on a case by case basis with the Finance Department. Any TRA seeking carry-over of funding should submit their case for carry-over of funding to the Ward Housing Manager who will refer this to the Finance Department for consideration.
- 1.5 TRAs are advised to use the Special Projects Grant (SPG) for social activities such as trips and community events. The SPG has a £750 limit, although funds can be requested twice within a 12-month period.
- 1.6 TRAs should continue to report back on all underspends and overspends, which will be noted in subsequent reports. Overspends are to be approved at DMC and underspends to be returned to the budget in sufficient time to allow other TRAs to use the monies within the financial year.

2. Late Submissions

2.1 All bids should be discussed prior to being presenting to the DMC, with Tenant Participation Officers (***please refer to the application guidance***). This will ensure that the correct information regarding costs, resident consultation and input by other services/departments, if necessary, will be presented. It has therefore been agreed that no late and/or verbal bids can be tabled on the day but will be considered at the following meeting.

3. Bid Criteria

3.1 TRAs should refer to the application guidance that outline the process, eligibility and what funding can be applied for.

4. Bids for financial year 2024/2025

4.1 The table below outlines the in-year budget and spend to date

Total budget for the financial year	£154,680.00
Total of bids approved in year	£137,371.74
Balance available for the financial year	£ 17,308.26

4.2 There is no new bid for consideration at the December meeting of 2024/2025.

5. Itemised Bids Approved to Date

5.1 The table below list the bids approved in-year to date below for information with progress update where available.

5.2 Bids highlighted in amber were not approved for reasons mentioned in the comment column.

TRA	Bid Request	Approved	Purchase Order date	Completion date	Comments
Peckwater Estate TRA	£50,000.00	Yes (subject to match funding)	Unable to raise order until match funding secured	TBC	Replacement astroturf, additional fencing and new lighting to MUGA. This is a match funding bid, the total cost of the works is £135,891.00.
Spencer Rise & Churchill Road TRA	£19,171.00	Yes	TBC, with the Recreation Team to progress	TBC	Replace MUGA netting with taller fencing. Bid approval has been confirmed with recreation colleagues – awaiting start date for works.

St Pancras Way TRA	£2000.00	Yes	Direct payment to TRA requested 15.08.24	Ongoing project throughout the year	Monday club for women
	£1,800.00	Yes	Direct payment to TRA requested 15.08.24	EDC September 24	Summer activities
	£1,700.00	Yes	Direct payment to TRA requested 15.08.24	Ongoing project throughout the year	Community Kitchen
Bernard Shaw Court	£12,420.00	Yes	TBC, with the Recreation team to progress	TBC	Replacement of play equipment (roundabout) in playground. Bid approval has been confirmed with recreation colleagues – awaiting start date for works.
Camden Square TRA	£2,750.00	Yes	Direct payment to TRA requested 15.08.24		Camden Newtown Community Festival bid
	£1,346.74	Yes	Direct payment to TRA requested 15.08.24		Professional A3 scanner for archive project
91 Highgate Road (Sheltered Housing)	£945.00	Yes			Gardening project
Whittington TRA	£4950.00	Yes			Gardening phase 2
KTDMC Contribution	£2,500.00	Yes			Borough wide resident events that each DMC have been asked to contribute towards
14 Leighton Crescent (officer bid)	£875.00	Yes			Gerda lock install - works currently on hold. NHM to contact the TRA to discuss

16 Raydon Street <i>(Chester/Balmore development) officer bid</i>	£875.00	Yes	Retrospective bid, lock already installed	Completed	Gerda lock install
Maiden Lane TRA	£31,049.00	Yes	TBC, with Caretaking to progress	Second wave of consultation required	Install of Metrobin storage
Maiden Lane TRA	£4,900.00	Yes	Direct payment to be made to TRA	EDC 05.11.24	
Ingestre TRA	£1,643.00	Yes	Direct payment to be made to TRA 10/24		Project in progress with TRA and Green Space team
Brookfield Estate TRA	£4995.00	Yes	Direct payment to be made to TRA 10/24		Event being planned for first two weekends of December
Denyer House <i>(officer bid)</i>		No			Deferred to completion of review of all TRA halls
Ingestre TRA		No			TRA non-attendance – bid re-submitted at Sept meeting
Carol and Sanderson TRA		No			TRA non-attendance

6. St Pancras Way estate - Community Hub Update

- 6.1 The housing manger informed the TRA and DMC in the previous report as to why plans to build a Community Hub on the estate cannot progress, due to not having sufficient funding available to deliver a scheme of this size.
- 6.2 Since then the housing manager met with the TRA to discuss what alternative improvements could be made to help deter ASB and drug use in this part of the estate. The TRA has explained they would like to encourage residents to make better use of the area in front of the undercroft. The TRA are keen to have an outdoor gym fitted there and feel the location would be ideal for quiet exercise and it is shielded from view. The TRA would also like to have additional parking deterrents put in place (bollards and a barrier gate) on the estate, to make the area surrounding the children's play area, safer for children to access.
- 6.3 The TRA and DMC are being asked to note that the use of unallocated reserves cannot be guaranteed and may be dependent on the scale of any predicted overspends in the HRA position.
- 6.4 The process for repurposing unallocated DMC funds is for the TRA to first seek agreement from DMC. The TRA is therefore seeking DMC consent to spend the monies previously

allocated (£100,000.00) towards a Community Hub, to instead be spent on an outdoor gym for the area in front of the undercroft and parking deterrents on the estate.

- 6.5 Colleagues in Recreation have been asked to provide a costing for the outdoor gym. Similarly, colleagues in Housing Repairs have been asked to provide a costing for the barrier gate and bollards. This information will be shared with the TRA and DMC as soon as is available

Report Ends

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LONDON BOROUGH OF CAMDEN	WARDS: All
REPORT TITLE Update from Cabinet Member for Better Homes	
REPORT OF Cabinet Member for Better Homes	
FOR SUBMISSION TO November DMC cycle	DATE November 2024
<p>SUMMARY OF REPORT</p> <p>Councillor Sagal Abdi-Wali, Cabinet Member for Better Homes, provides an update on several areas across the portfolio for the November DMC cycle.</p> <p>Local Government Act 1972 – Access to Information</p> <p>No documents that require listing have been used in the preparation of this report.</p> <p>Contact Officer:</p> <p>Gavin Haynes, Gavin.Haynes@camden.gov.uk Director of Property Management</p> <p>&</p> <p>Glendine Shepherd, Glendine.Shepherd@camden.gov.uk Director of Housing</p> <p>London Borough of Camden 5 Pancras Square London N1C 4AG</p>	
<p>RECOMMENDATIONS</p> <p>DMC are asked to note and comment on this update report.</p>	

Summary of Report

This update offers a comprehensive look at Camden's Better Homes portfolio, addressing key financial, regulatory, and service delivery challenges. Key focuses include financial and operational updates for the Housing Revenue Account (HRA), pressing needs in repairs and resident engagement, and a detailed examination of issues facing Camden's Private Rented Sector (PRS). The report also reflects Camden's robust lobbying for systemic housing reform and investment to support tenant protections, affordability, and safety.

Financial Pressures and the Housing Revenue Account (HRA)

Camden faces substantial financial strain within the HRA, driven by historic funding cuts and insufficient national support, exacerbated by rising costs for maintenance, repair, and safety compliance. As reported by London Councils, boroughs face a cumulative £700 million deficit within HRAs due to rapid cost increases, rent freezes, and safety requirements that outpace rental income. London Councils welcomed the recent national decision to retain 100% of Right to Buy (RTB) receipts locally and the additional £500 million in Affordable Homes Programme funding, but boroughs are advocating for a long-term 10-year rent settlement and comprehensive debt review to truly stabilise social housing finances.

Camden's Medium Term Financial Strategy (MTFS) aims to secure £7.51 million in savings by 2025/26 to balance the HRA. However, inflationary pressures, high repair costs, and a growing temporary accommodation demand place continued pressure on HRA budgets. Camden has used reserves for five consecutive years to manage annual shortfalls, an unsustainable approach requiring concerted government support. A strong recommendation has been made to expand lobbying efforts, aligning with London Councils to advocate for a 10-year rent settlement and an overhaul of HRA financing.

Repairs and Maintenance

The Housing Transformation Programme focuses on delivering improved service outcomes in response to the high number of repair requests. Increased resource allocation, process refinement, and additional staff training have been implemented, yet demand remains challenging due to ongoing backlogs, disrepair claims, and service standards mandated by the Regulator for Social Housing (RSH). The recent emphasis on damp and mould remediation reflects Camden's proactive measures to safeguard tenant health.

In Q2 of the 2024/25 financial year, customer satisfaction in Camden's repairs and maintenance department held steady at 85%. The majority of resident interactions now occur through WhatsApp, Webchat, SMS, and Camden's online resident account, reflecting a shift from telephone calls. Camden introduced proactive SMS

updates to inform residents about lift, heating, or hot water repairs, which has been well received. The case management team handled over 714 enquiries this quarter, closing most on time, and is now managing housing complaints. New systems (Netcall, Rocc, and Madetech) will further streamline repairs by Q3's end, enhancing the resident experience.

Fire Safety and Compliance with Building Safety Act

Camden's commitment to high fire safety standards has driven significant achievements, with over 94% of tenanted homes now equipped with smoke detectors, 99.3% of properties with a valid gas safety certificate, 100% of homes that require them have a carbon monoxide detector and most high-risk fire assessment actions completed. With the Building Safety Act imposing more extensive requirements, Camden's Housing team has submitted initial Building Safety Case Reports and developed a five-year action plan for compliance across all high-rise buildings by 2028. Resource requirements for regulatory compliance remain high, underlining the need for sustainable HRA support to meet these evolving responsibilities.

Temporary Accommodation and Homelessness

Rising homelessness rates and the need for temporary accommodation place immense pressure on Camden's services. As of September, Camden houses over 968 families in temporary accommodation, and high rental costs mean these placements are often prolonged. This represents a sharp increase of 287 families since September 2023. In response, Camden has secured £20 million through the Temporary Accommodation Property Procurement (TAPP3) scheme, aiming to boost availability. This is complemented by the council's ongoing review of rough sleeping services to enhance resource allocation for supporting vulnerable residents.

Anti-Social Behaviour (ASB) Management

Camden's ASB policy, operational since late 2023, takes a victim-centred approach with the establishment of an ASB Taskforce. This taskforce collaborates with local law enforcement and community groups, focusing on both early intervention and longer-term preventative measures, such as youth engagement programs and "designing out crime" initiatives. The council has received positive feedback on its collaborative approach to community safety and landlord responsibility in addressing ASB, particularly in high-density housing areas.

Overcrowding and New Family Housing

Approximately 10% of Camden households experience overcrowding due to an insufficient supply of larger family units. Camden's family-friendly acquisition programme, aimed at purchasing 280 family-sized homes over five years, is part of the council's solution. As of the latest report, Camden has approved 26 mutual exchanges and secured multiple acquisitions under the Community Infrastructure Programme to address overcrowding concerns. Camden remains committed to expanding these initiatives but recognises that additional funding is needed to fully meet demand.

Enhanced Resident Engagement and Communication

Camden's investment in resident engagement is reflected in the growth of digital service channels and in-person outreach. The Renters' Rights Hub, repairs live chat, and WhatsApp services have successfully expanded access, while Contact Camden has reduced call wait times by over 30% due to operational restructuring. Recent resident engagement programs, such as the Housing Customer Experience Oversight Panel, provide critical feedback to improve service delivery and communication.

Our day of action brought together active tenants and leaseholders with the council and partners to share ideas, skills, and inspiration for the future of our estates and neighbourhoods. The 101 tenants and leaseholders who attended were made up of resident groups, community champions, panel members, community organizers, and other key collaborators. While the event was for tenants and leaseholders who are already engaged or interested in this work, 100 tenants and leaseholders who wanted to be more involved in community action were also invited.

Tackling Damp and Mould

Damp and mould prevention remains a core priority within Camden's Better Homes strategy. Since initiating a proactive approach to address these issues in 2022, Camden's 12 Mould Marshalls team has reduced new requests significantly, with fewer than 325 active cases currently open, a decrease of 175 cases since the last report. Camden provides multilingual options for tenants to report damp and mould concerns, ensuring accessible support. The Council's collaboration with healthcare providers further enables a holistic approach to damp prevention, addressing both health and housing factors for affected tenants.

Regeneration Strategy for Regis Road

The Holmes Road Depot re-provision is progressing as part of Camden’s Regeneration Strategy for the Regis Road Growth Area. Designated a Growth Area in Camden’s 2017 Local Plan, Regis Road aims to increase employment density, deliver affordable housing, and enhance community connectivity. Following the 2022 decision to catalyse this project using council land assets, Camden signed a conditional land sale agreement (CLSA) with Yoo Capital. The agreement outlines that Yoo Capital will deliver seamless re-provisioning of council facilities and 25 homes on Holmes Road, contingent upon obtaining planning permission.

Yoo Capital has developed a comprehensive masterplan, the “Camden Film Quarter,” which includes film studios, creative workspaces, new homes (50% affordable on Yoo Capital land), and community spaces. Extensive public engagement in 2023 indicated strong community support, and the masterplan was submitted to Camden Planning in September. To provide public guidance on this plan, Camden Planning is developing a new Camden Planning Guidance (CPG) document, scheduled for public consultation starting in early November, with a decision anticipated in early 2025 on incorporating the masterplan into the Kentish Town Planning Framework.

The council’s Area Regeneration team continues to work closely with Yoo Capital, supporting the re-provisioning strategy to ensure that the new Holmes Road facilities meet the borough’s current and future needs. Resident engagement is also ongoing to ensure the rehousing offer aligns with the needs of those in the 25 homes at Holmes Road. Preliminary planning discussions are set to begin soon, with a target operational timeline for the new facilities projected for 2028/29.

Updates on this strategy will be accessible on the Regis Road Regeneration Strategy webpage, with additional notifications for DMCs to be distributed before public engagement events.

Private Rented Sector (PRS) Challenges and Camden’s Advocacy for Renters’ Rights

Context and Current Challenges

In Camden, the private rented sector (PRS) is home to a significant portion of the borough’s population, serving over 45,000 households—comprising around 37% of Camden’s residents. Historically, the PRS has provided an essential alternative to social and owner-occupied housing, particularly for low- to middle-income renters, young professionals, and families. Yet, the sector faces notable challenges due to

high rental costs, substandard property conditions, and an acute shortage of affordable rental options.

Recent data highlights the financial strain facing Camden's PRS tenants: the average rent for a one-bedroom property in Camden reached £1,815 monthly, while a two-bedroom property costs approximately £2,400 per month. With these figures, Camden's median rents remain among the highest in London. The borough's recent "Themed Debate on the PRS" reports only 8% of Camden's rental properties as affordable for those receiving the Local Housing Allowance (LHA), leaving the majority of tenants in a precarious position, often forced to spend unsustainable proportions of their income on rent.

Despite the high cost, the PRS has widespread safety and quality issues. Camden's 2023 report on housing standards in the PRS revealed that more than 20% of inspected properties contain category 1 hazards. These hazards include severe damp and mould, structural disrepair, inadequate ventilation, and fire safety risks. Additionally, Camden's housing enforcement service received over 800 PRS tenant complaints in 2023 alone, underscoring the ongoing health, safety, and maintenance concerns affecting tenants. Camden is particularly concerned with the welfare of vulnerable tenants, as properties with serious hazards disproportionately impact elderly renters, young children, and individuals with health conditions.

Overcrowding further complicates the PRS in Camden. A 2024 report indicated a 34% increase in overcrowding complaints within PRS households, largely due to the borough's high housing demand and limited social housing alternatives. For tenants, overcrowding is linked to adverse health and safety outcomes, including higher risks of accidents, respiratory issues related to poor ventilation, and stress-related health concerns. Many tenants report being unable to find suitable PRS housing that meets their needs within an affordable range.

Camden's Strategic Response: Licensing, Regulation, and Tenant Support

To improve PRS housing standards, Camden has established a robust approach through selective licensing, regulatory oversight, and direct tenant support. Camden's efforts to enforce property standards are crucial in ensuring landlord accountability and addressing serious health and safety risks.

1. Selective and Additional Licensing Schemes: Camden has been a leader in PRS regulation with its comprehensive licensing schemes, mandating that landlords in Houses in Multiple Occupation (HMOs) and designated risk areas register properties for regular inspection and maintenance checks. As of

2024, Camden's licensing programs have enabled the council to proactively identify and remediate hazards across hundreds of properties. Camden's approach aims to not only penalise non-compliant landlords but also incentivise those who proactively maintain safety and quality standards. Since implementing selective licensing, Camden has issued improvement notices and applied fines to landlords, achieving 300 enforcement actions in the past year alone.

2. **Housing Enforcement for Hazard Remediation:** Camden's housing enforcement service addresses complaints regarding property safety and tenant welfare. The council has expanded its team to meet demand, tackling issues such as excessive cold, fire safety compliance, electrical hazards, and mould. Enforcement actions in 2023/24 led to the removal of 89 significant hazards, contributing to both immediate tenant safety and broader public health savings; estimates suggest that preventing these health risks saved over £500,000 in NHS costs. Camden's Housing Inspection team continues to conduct random checks and issue prohibition orders on properties deemed unsafe for occupation, reinforcing the council's commitment to tenant safety.

3. **Camden Renters' Rights Hub:** Recognising the need for accessible tenant support, Camden established the Renters' Rights Hub, an online platform that educates renters on their rights, including eviction protections, rent deposit schemes, and reporting processes for housing issues. The hub has seen increased engagement, with a 45% rise in visitors since its 2023 launch, reflecting tenants' high demand for trusted resources. In addition to web resources, Camden offers telephone support and outreach events in PRS-heavy wards to inform tenants directly about their rights and reporting mechanisms, strengthening tenants' ability to advocate for safe, secure housing.

4. **Tenant Advocacy and Community Partnerships:** Camden collaborates with organisations like Generation Rent and the Camden Tenants' Union to strengthen community outreach and provide direct tenant advocacy. Through these partnerships, Camden holds events to address housing rights, especially focusing on tenant groups facing systemic barriers to justice within the PRS. Camden also engages PRS tenants through surveys, community meetings, and local forums, gathering feedback that shapes future policies and resource allocation.

Camden's Advocacy and Policy Efforts in Support of Renters' Rights

Camden recognises that borough-level efforts alone cannot address all challenges in the PRS. The council has therefore taken an active role in lobbying for national policy reforms, prioritising sustainable rent control measures, tenant protections, and landlord accountability.

1. **Rent Stabilisation Measures:** Camden supports the establishment of rent control mechanisms to protect tenants from abrupt rent increases, recommending policies that cap rent growth relative to inflation or implement fixed-percentage caps. Proposals have been submitted to the Greater London Authority (GLA) and the Mayor's office, emphasising that rent controls could improve housing security and affordability. Camden's analysis, informed by London Councils, highlights that without such controls, boroughs like Camden may see an increasing number of tenants forced into housing insecurity or homelessness.
2. **Advocacy for Section 21 Eviction Ban:** Camden is a strong advocate for the abolition of Section 21 "no-fault" evictions, a position that aligns with broader national reforms proposed in the Renters Reform Bill. Section 21 evictions enable landlords to evict tenants without cause, leading to instability and anxiety for Camden's PRS residents. Camden has participated in consultations and lobbying efforts to urge the government to proceed with this reform, reinforcing that secure tenancies are essential for tenant well-being.
3. **National Landlord Registry:** Camden supports the creation of a national landlord registry, a move that would improve transparency and enforcement capabilities. The registry would allow local councils to better track landlord compliance, enhance tenant protection, and prevent unethical practices. Camden's local licensing success demonstrates the feasibility of such a registry, and the council actively works with London Councils and other boroughs to push for this measure within national housing policy.
4. **Collaborative Regional and National Lobbying:** Camden partners with other London boroughs to push for coordinated housing policy reforms. Through joint letters, collaborative reports, and unified advocacy initiatives, Camden has helped present a consolidated case to the Department for Levelling Up,

Housing, and Communities. Camden's efforts with London Councils have emphasised the urgent need for legislative reforms addressing rent affordability, safety standards, and increased funding for council housing enforcement.

Anticipated Impacts of Renters Reform Bill

The Renters Reform Bill, currently under parliamentary review, promises to transform tenant rights by eliminating no-fault evictions, establishing periodic tenancies, and introducing a Private Renters' Ombudsman. Camden anticipates these reforms will contribute significantly to housing stability for PRS tenants. However, the council remains cautious, recognising that local authorities need adequate funding to implement and enforce these changes effectively. Camden's lobbying efforts call for specific budget allocations to local councils to address the increase in regulatory responsibilities the Bill would introduce.

Camden's experience with licensing schemes and housing enforcement highlights that tenant protection policies must be backed by enforcement resources. As Camden continues to advocate for robust implementation funding, the council remains committed to supporting tenants and aligning local housing standards with national goals.

Future Directions

Looking ahead, Camden plans to expand its PRS outreach initiatives, enforce additional licensing requirements, and work closely with community organisations to provide comprehensive tenant support. Camden's commitment to high standards in the PRS, coupled with its proactive policy advocacy, underlines the council's dedication to achieving a secure, fair, and affordable rental market for all residents.

Conclusion

Camden's Better Homes portfolio reflects strong policy, financial diligence, and lobbying. Notably, Camden works with London Councils to stabilize housing policy, increase tenant protections, and address homelessness and PRS issues.

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DMC Round – December 2024

Gavin Haynes

Housing & Property Services

Supporting Communities

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020 7974 1955

Title: Property Services and Housing Management - repairing and letting our properties.

Information/Discussion Report: Information item

Recommendations: The DMC is asked to note the report.

Report Summary: Void Improvement Programme.

1. Overview of our empty homes in Camden

- 1.1. Camden closely monitors our empty homes to prepare them to be allocated to those on our waiting lists. The numbers change daily and the number of void properties to be re-let at the time of writing this report is 429. These are broken down in the table below.

Active voids	Total	Camden Town	Gospel Oak	Hampstead	Holborn	Kentish Town
Pre-works*	107	33	17	24	21	12
In-works*	244	33	60	80	30	41
Lettings	78	8	20	16	18	16
Total	429	74	97	120	69	69

*The number of properties in the 'pre-works' and 'in-works' stages changes every day.

- 1.2. There are a further 167 properties which are empty and not in the letting process as they are being used for particular projects as detailed below.

Reason for Property being held	Numbers
Chalcots	42
Complex Repair 6 Months +	3
Emergency Temporary Accommodation	14
Held for Conversion	8
Undergoing Options Appraisal	72
Legal Cases	9
Retrofit Programme	10
Site Offices	9
Total	167

- 1.3. There was a presentation of the data and the process in which a property has works carried out and is relet at the DMC meeting held on 29th October 2024. At that meeting there was also an explanation and discussion regarding the properties

which are detailed in the table in 1.2. The data previously shared for that meeting is listed at the end of this report.

2. Mitigations we have put in place to improve our performance

- 2.1.** Additional resources have been brought in to carry out the repairs in empty homes to prepare them for letting. We have seen a significant increase in works orders specifically in the Hampstead area where there had also been an increase in the number of empty homes in that area.
- 2.2.** We have been advertising properties for letting as soon as they have been surveyed and are confirmed as needing only minor or routine works. Last week we advertised 32 properties which is the highest weekly amount in 2024.
- 2.3.** Recruitment is underway to the new 'Lettings Teams' which is part of the wider Housing Management restructure. There will be three Lettings Teams each led by a Lettings Manager with seven Letting Officers. These teams will be responsible for allocations, shortlisting, verifying applications, shortlisting and carrying out viewings. This increase in resources will see more shortlisting and viewings taking place as soon as the advert closes for bidding.
- 2.4.** Advertising, shortlisting and viewings will be taking place during the repairs period when it is safe to visit the property. Applicants will then have some time to prepare to move while works are completed on their new home. We can then start the new tenancy without delay when the works are completed.
- 2.5.** All teams involved in the end-to-end process meet twice a week to review performance, plan workloads and to unblock any difficulties that there may be with works or in the letting process.
- 2.6.** A 'lettable standard' has been agreed so that everyone involved in the process, (contractors, lettings officers and applicants), are fully aware of what works will be carried out and to what standard.
- 2.7.** As mentioned earlier, applicants will know earlier in the process that they will be moving to a new home. If this is a council tenant moving to another council property we are rolling out visiting them before they move home. This is in order to provide moving home advice regarding utilities and packing as well as informing them that they must leave their home clear of any belongings when they return the keys to us. On these visits a surveyor also attends to carry out an inspection of works so they can be ordered as soon as a property becomes empty.
- 2.8.** Three months after moving in we carry out a 'new tenant survey'. Feedback regarding the bidding, viewing and moving process is being used to help shape our new service.
- 2.9.** We are reviewing the cost of works to homes when they are empty to bring them up to the lettable standard.

3. Breakdown of Empty Properties by DMC area

3.1. We are sharing the data by property size per DMC area as follows:

Bedroom sizes		Camden Town	Gospel Oak	Hampstead	Holborn	Kentish Town
0	42	9	9	13	10	2
1	186	35	34	57	32	29
2	110	21	27	33	21	17
3	59	8	20	13	6	14
4	16	1	6	4	0	7
5+	2	0	1	0	0	0
TOTAL	429	74	97	120	69	69

4. Appendices

Appendix 1 – Data from the joint DMC Meeting on 28th October 2024.

Active voids	Total	Camden Town	Gospel Oak	Hampstead	Holborn	Kentish Town
Pre-works*	114	36	22	32	14	11
In-works*	230	31	47	77	36	42
Lettings	71	8	18	18	10	13
Total	415	75	87	127	60	66

Reason for Property being held	Numbers
Chalcots	42
Complex Repair 6 Months +	3
Emergency Temporary Accommodation	9
Held for Conversion	8
Undergoing Options Appraisal	73
Legal Cases	10
Retrofit Programme	10
Site Offices	11
Total	166

Bedroom sizes		Camden Town	Gospel Oak	Hampstead	Holborn	Kentish Town
0	42	10	9	12	9	2
1	186	35	34	59	30	28
2	110	21	20	36	16	17
3	59	9	19	15	5	11
4	16	0	4	5	0	8
5+	2	0	1	0	0	0
TOTAL	415	75	87	127	60	66

REPORT ENDS

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DMC Round November 2024
Glendine Shepherd
Director of Housing
Supporting Communities

Title: Update on Performance Management

Information/Discussion Report – Discussion

Recommendations: The DMC is asked to note the report and provide comment.

Report Summary: This report provides an update on the ongoing work to implement the Housing Service's KPIs.

1. Context

- 1.1 Housing and Property services are moving toward a data and insight driven approach. Ensuring that we are delivering on the ambitions of 'We Make Camden' and 'Good Life Camden'.
- 1.2 Development of appropriate KPIs and LPIs will enable us to ensure we are delivering services that are effective and provide a high standard for our residents.
- 1.3 We are endeavouring to meet our current challenges such as siloed reporting, lack of consistency and strategic approach, manual data entry and lack of confidence in our data.
- 1.4 Current opportunities such as moving to a relational practice model, the DDS strategy, channel shift and the broader Housing and Property transformation programme allow us to embed a new performance culture across our services.
- 1.5 In addition, we need to ensure that we meet the Housing Regulators requirements in the Consumer Standards requiring us to be more transparent and accountable.

2. Update on service performance and measures

- 2.1 When ARK carried out a mock inspection against the likely regulatory requirements they identified that our current KPIs and LPIs which are reported monthly need to be more "outcome-focused."

- 2.2 An outcome-focused approach involves setting and achieving meaningful results while giving teams the flexibility to determine their own paths to success. This fosters greater productivity and motivation, as team members gain a clear sense of purpose and feel involved in decision-making. It also promotes innovation and creative problem-solving, as teams are not bound by rigid plans or processes do not bind teams.
- 2.3 Creating a well-defined performance framework, with outcomes aligned to 'We Make Camden' and 'Good Life Camden', enables us to unify and interpret diverse data—covering areas such as our new Service Standards, regulatory compliance, and more.
- 2.4 A cultural shift towards measurement for learning: establishing a shared understanding of our data's purpose and use. This approach empowers managers, teams, and individuals to deliver high-quality services while continuously learning and adapting to new challenges.
- 2.5 A framework of processes and practices to support this approach: ensuring the right data is reviewed by the right people at the right time to foster learning cycles and feedback loops, with clear guidelines on autonomy for taking action and making improvements.
- 2.6 A dynamic set of quantitative and qualitative data measures: collaboratively designed with each service area to ensure they gain insights into their objectives and address specific learning needs.

3. Future digital solutions

- 3.1 We are in the process of developing a comprehensive digital infrastructure aimed at enhancing data quality and streamlining both reporting and analysis. This involves creating a system or systems that serve as a single source of truth, ensuring that all data is accurate, consistent, and easily accessible.
- 3.2 Our goal is to implement flexible reporting options enabling them to generate insights and make data-driven decisions efficiently. Additionally, we are prioritising robust data controls to maintain the integrity and security of our information. This infrastructure will not only support our current data needs but also position us for future growth and adaptability in a rapidly changing digital landscape.

Report Ends

Housing Key Performance Indicators					
#	Measure	Quarterly or monthly	Target	RAG	Sep-24
1	No. homelessness approaches	monthly	track	track	354
2	% prevention duty ending with accommodation secured	quarterly	50%	Amber	41.2%
3	No. rough sleepers - snapshot of those observed on a single night	quarterly	track	track	111
4	No. rough sleepers moved off the street into accommodation or reconnected to home area	monthly	track	track	19
5	Homelessness pathways - % throughput	quarterly	108%	Amber	/
6	No. households living in temporary accommodation	monthly	track	track	968
7	No. households with children living in temp acc	monthly	track	track	536
8	TA (Hostels) - Fire Risk Assessments completed	monthly	100%	green	88%
9	TA & TAPP - Gas Safety Compliant	monthly	100%	green	
10	No. of households on the housing register	monthly	track	track	8152
11	No. HMO properties licensed per year	monthly	600	green	67
12	Average re-let times for empty local authority GN dwellings (days) NB: HRA ie inc sheltered	monthly	100	Red	207 137 routine
13	No. social housing lets	monthly	track	track	52
14	No. overcrowded households rehoused	monthly	track	track	26
15	Rent collected as a % of rent due for all council tenants	quarterly/ monthly from Nov	98%	green	99.07%
16	% tenants in 7 weeks+ rent arrears	quarterly/ monthly from Nov	track	track	14.67%
17	Leaseholder - day to day collection as a % of debit raised in year	quarterly	Q1 - 26.58% Q2 - 20.61% Q3 - 20.61%	green	/
18	Leaseholders - major works as % of debit raised in year	quarterly	Q1 - 22.57% Q2 - 22.57% Q3 - 22.57%	green	/
19	Leaseholders - day to day collection % of total outstanding (arrears + debit)	quarterly	Q1 - 33.62% Q2 - 35.26% Q3 - 54.48% Q4 - 119.66%	green	/
20	Leaseholders - major works as % of total outstanding balance (arrears + debit)	quarterly	Q1 - 8.54% Q2 - 9.34% Q3 - 10.30%	green	/
21	Open ASB cases	monthly	track	track	68
22	No. DVA cases	monthly	track	track	13
23	No. overdue FRA management actions	quarterly/ monthly from Nov	0%	red	483
24	YTD no. of tenancy visits completed	monthly	track	track	/
26	No. stage 1 complaints	quarterly/ monthly from Nov	track	track	83
27	% of Stage 1 responses sent in this period that were within time (10 days)	quarterly	90%	red	59%
28	No. Stage 2 complaint reviews received	quarterly/ monthly from Nov	track	track	15
29	% Stage 2 complaint reviews completed in this period that were upheld	quarterly/ monthly from Nov	40%	Green	38%
30	No. members' enquiries (MEs) to division	monthly	track	track	129
31	% member enquiries responded to within 10 days	monthly	90%	red	74%

green - CMT

SMT Property Management Data Dashboard 2023/24		
SMT Property Management Data Dashboard 2023/24	24/25	
Measure	September	Performance
Supporting Communities		
Customer satisfaction with Right First Time (RFT) repairs	88%	Higher
Customer satisfaction with Mechanical & Electrical (M&E) repairs	86%	Higher
Customer satisfaction with Voids	84%	Higher
The % of properties with a valid gas safety certificate	99.3%	Higher
Volume of calls to repairs line	7,515	Lower
Repairs line response times	96%	Higher
% of Online orders raised	83.4%	Higher
Volume of Case management	265 (41 HM)	Lower
% of Case management within response times within team	92.5%	Higher
Number of day to day repairs awaiting completion	4575	Lower
% of Emergency day to day repairs attend on target	84%	Higher
% of all day to day jobs repairs attend on target	77%	Higher
Disrepair cases – new	29	Lower
Disrepair cases – live	432	Lower
Days taken for void repairs	126	Lower
Missed appointments logged by Agents or through	68	Lower
Number of lift repairs outstanding	142	Lower
Days taken for lift repairs	6.1	Lower
% completed in 1 day or less	91%	Higher
Number of communal heating repairs outstanding	536	Lower
Days taken for communal heating repairs	4.0	Lower
% completed in 3 days or less	92%	Higher
Number of individual heating repairs outstanding	356	Lower
Days taken for individual heating repairs	1.4	Lower
% completed in 3 days or less	93%	Higher
Number of estate lighting repairs outstanding	198	Lower
Days taken for estate lighting repairs	2.0	Lower
% completed in 1 day or less	57.7%	Higher
Door entry repairs outstanding	293	Lower
Days taken for door entry repairs	0.3	Lower
% Completed in 1 day or less	98.7%	Higher

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Title: Progress report on the Regeneration Strategy for Regis Road.

Information/Discussion Report – Information

Recommendations: The DMC is asked to note the report.

Report Summary: This report provides a summary update on the re-provision of the Holmes Road Depot as part of the Regeneration Strategy for Regis Road.

1. Background

1.1 The future of the Holmes Road Depot was discussed as part of a debate on Local Labour at each of the September round of DMC meetings. The DMCs requested a report on the future of the Holmes Road Depot, which is provided below.

2. Background: Regeneration Strategy for Regis Road

2.1 In 2017, the Regis Road industrial area was designated a Growth Area in the Camden Local Plan (2017), creating a significant opportunity to deliver higher density employment provision as part of a comprehensive redevelopment scheme that will also deliver substantial increase in homes and jobs, as well as reconnecting local communities.

2.2 Subsequently, the Kentish Town Planning Framework was adopted in 2020, providing guidance based on adopted policy in the Camden Local Plan, Kentish Town Neighbourhood Plan and Dartmouth Park Neighbourhood Plan; it expands on the Regis Road opportunity to create a richly layered, characterful place as an exemplar mixed-use redevelopment with high quality homes that supports a diverse local community.

2.3 Attempts at the regeneration of the Regis Road area did not succeed due to the complexity of multiple land ownerships. A Regeneration Strategy for Regis Road was therefore agreed by Camden's Cabinet on 16th November 2022. The strategy proposed to use the Council's land assets at Holmes Road Depot and on Regis Road as a catalyst to start the regeneration. Following a decision by the Cabinet Member for New Homes, Jobs and Community Investment in March 2023 the Council entered into a conditional land sale agreement (CLSA) with Yoo Capital to dispose of the two Council sites. This is conditional on Yoo Capital achieving planning permission and seamlessly re-providing the Council's existing Holmes Road and Regis Road facilities, including the 25 homes attached to the Depot, with no break in service.

3. Regis Road masterplan vision

- 3.1 Yoo Capital (YC) has prepared a masterplan vision for the Growth Area which will support comprehensive regeneration of the Regis Road Growth Area. YC hosted three rounds of public engagement in 2023/24 on the development of the masterplan with public drop-in sessions held in the Greenwood Centre on Hampstead Road and online engagement via their commonplace website. Their masterplan vision is for the Camden Film Quarter, an employment-led initiative anchored by new film studios, workspace for the creative industries and film/screen related educational facilities. There will also be new homes, 50% of which will be affordable on land in Yoo Capital ownership, open spaces, new routes and connections and social infrastructure to support the local community.
- 3.2 YC report that the vision was well received in the local community and the feedback was generally very encouraging. Details of the masterplan vision are available on their website at www.camdenfilmquarter.com. Following updates to respond to the public feedback, reflect the Yoo Capital submitted their masterplan vision to Camden Planning in September. The planning service is currently developing a draft Camden Planning Guidance (CPG), in response to the submitted Regis Road Masterplan Vision. This CPG will undergo a statutory public consultation. It will incorporate insights from Yoo Capital's Masterplan Vision and reflect changes in the local planning context since 2020. The CPG will establish a vision and strategy that reinforces and elaborate on the principles in the Kentish Town Planning Framework
- 3.3 The CPG consultation is scheduled to run for six weeks from early November. The CPG consultation will be open to anyone interested in the area and will be widely promoted in Camden, with a particular focus on reaching neighbouring communities to the scope of the Kentish Town Planning Framework. It will be communicated to the community through various channels and will include exhibition and drop-in sessions. Notifications of the consultation details and events will be circulated to the DMCs in advance.
- 3.4 Once feedback from the public has been reviewed and considered the Council will decide in early 2025 whether to adopt the masterplan as an addendum to the Kentish Town Planning Framework, which would be a material consideration in determining future planning applications with the Regis Road Growth Area.

4. Re-provision of Camden Facilities

- 4.1 The conditional land sale agreement requires Yoo Capital to seamlessly re-provide the Council's existing Holmes Road and Regis Road facilities, including the 25 homes attached to the Depot. Yoo Capital's presumption is that the services and households would move once, from existing to new premises in the immediate area.
- 4.2 In recent months, YC has concentrated on preparing the masterplan and considering strategic options for the re-provision as part of the Camden Film Quarter development. Camden's area regeneration team is supporting Yoo Capital in developing these options, working with relevant services (including the housing repairs service) to ensure that the specifications for replacement facilities meet both current and future needs.
- 4.3 The Council has a large in-house repairs team and it is important that the new facilities meet its current and foreseeable needs – as a result the repairs service is directly involved, along with other service areas – on the size and layout of the space that is re-provided. It is also the case that the layout of Holmes Road does not always

support efficient working and teams are spread out across different offices across the site. This work provides a significant opportunity to redesign how the service is located and support better working across teams.

- 4.4 The regeneration team has also gathered details of housing preferences and need from 1:1 meetings and conversations with the tenants and leaseholders in the 25 households at 76 and 78 Holmes Road. Residents' feedback on their overall preferences for new homes and future housing needs is guiding Yoo Capital's strategy for housing redevelopment. Work with affected residents and leaseholders is on-going and residents and leaseholders will be fully consulted on the rehousing offer.

5. Planning application and future communications

- 5.1 Yoo Capital still has a number of significant stages to progress through before any development could proceed, including working up the detail of their proposals in preparation for gaining planning permission, which will take some time. YC will soon commence detailed planning discussions with Camden's Planning Authority. As a vital part of this process, they will engage extensively with local communities, stakeholders, and residents to shape the development and the rehousing offer. Officers will ensure that Yoo Capital notifies the DMCs directly before their engagement events
- 5.2 In the event that Yoo Capital secure planning permission, the re-provision programme is unlikely to deliver replacement facilities before 2028/29, and so Holmes Road Depot is expected to operate as it is now until that time.
- 5.3 The Regis Road Regeneration Strategy website on the Camden website will provide regular updates on progress. Alternatively, DMCs and other stakeholders can stay informed by visiting the Regis Road Regeneration Strategy website on the Camden Website.

Report Ends

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