

CAMDEN TOWN DISTRICT MANAGEMENT COMMITTEE

WEDNESDAY, 12 JANUARY 2022 AT 6.30 PM, VIA ZOOM

Enquiries to: Gianni Franchi, Committee Services
E-Mail: gianni.franchi@camden.gov.uk
Telephone: 020 7974 1914 (Text phone prefix 18001)
Fax No: 020 7974 5921

CHAIR

Fran Heron (Ampthill Square TRA)

VICE CHAIRS

Steven Christofi, Regents Park TA
John Wood, Walker House TRA

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

COUNCILLOR OBSERVERS

Councillors Nasim Ali (L), Heather Johnson (L), Samata Khatoon (L),
Andrew Parkinson (C), Roger Robinson (L) and Paul Tomlinson (L)

SUBSTITUTE COUNCILLOR OBSERVERS

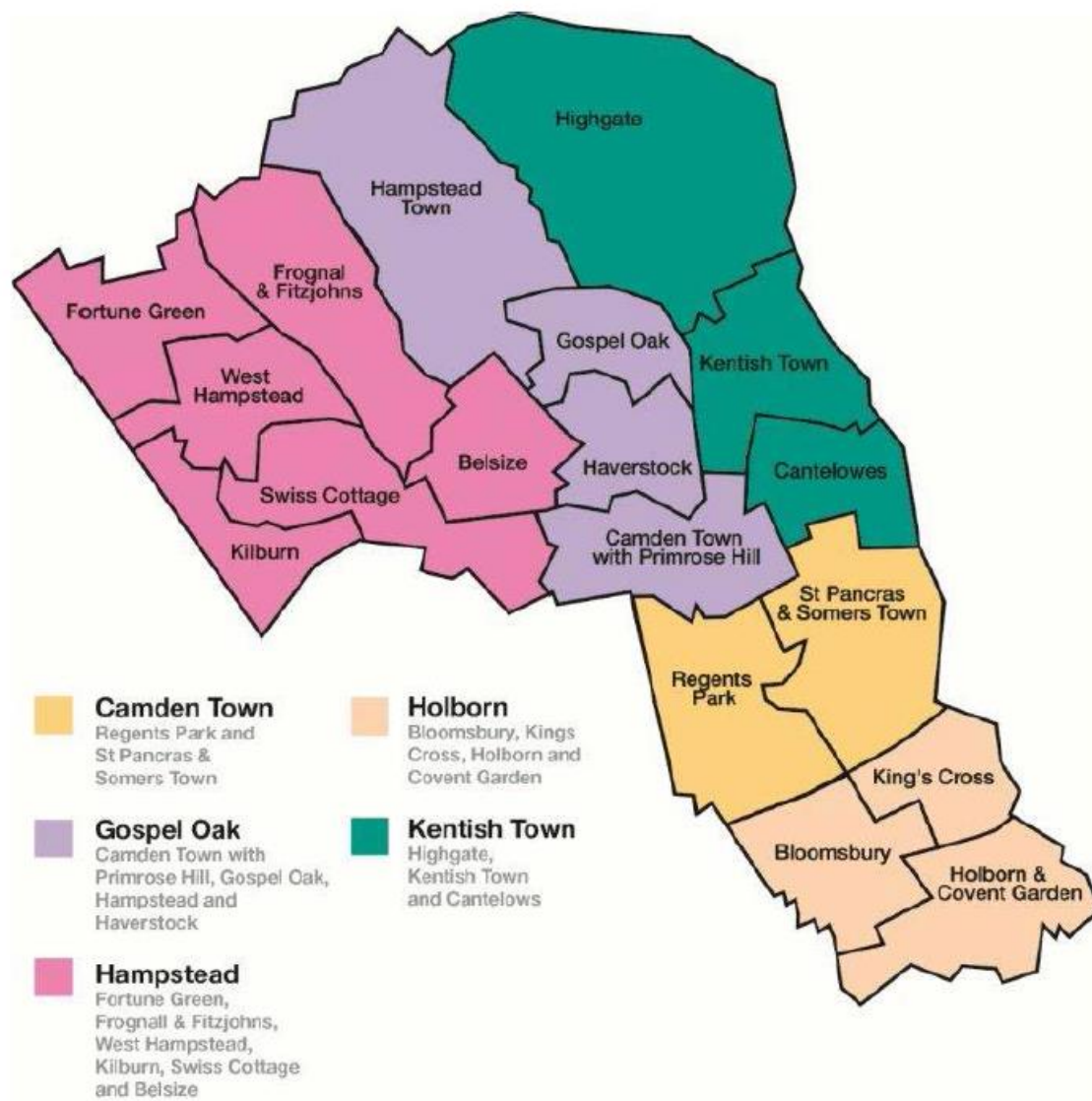
Councillors Meric Apak (L), Steve Adams (C), Douglas Beattie (L) and
Nadia Shah (L)

Issued on: Thursday, 30 December 2021

DMC members are asked to ensure they have read all the reports, including the information reports, prior to the meeting.

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.

DMC AREAS BY WARD



CAMDEN TOWN DISTRICT MANAGEMENT COMMITTEE

12 JANUARY 2022

AGENDA

GUIDE TIMINGS

6.30PM

NOTE:

All DMC representatives will be invited to hear the officer introduction for item 7 **(6.30pm – 6.50pm)**, after which each DMC will then be moved remotely into their break out rooms where they will formally consider the agenda for the meeting **(6.50pm – 8.00pm)**.

No questions will be taken following the officer introduction rather these can be raised when the DMC is considering the report.

The DMCs will be recalled at the end of their respective meetings to report their decisions **(at 8.00pm)**. The DMCs who prefer to remain in their own meeting for longer than the designated time may do so and submit their decision by email following, and the meeting the meeting will close at **8.30pm**.

1. REMOTE MEETING

That the Chair be allowed to hold the meeting remotely.

2. REGISTRATION OF TENANT AND RESIDENT ASSOCIATIONS AND CO-OPTION OF REPRESENTATIVES (Pages 7 - 8)

Appendix A lists those Tenant and Resident 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 TRAs 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 Service together with a membership list and a completed registered form.

3. APOLOGIES

4. ANNOUNCEMENTS

5. DECLARATIONS BY MEMBERS OF PECUNIARY AND NON-PECUNIARY INTERESTS IN RESPECT OF ITEMS ON THIS AGENDA

6. NOTIFICATION OF ANY ITEMS OF BUSINESS THAT THE CHAIR DECIDES TO TAKE AS URGENT

7. HRA BUDGET 2021/22 AND RENT SETTING REPORT

(Pages 9 - 26)

Report of the Director of Finance

This report summarises the financial position of the Housing Revenue Account and the draft recommendations on rent and service charges to be made to the Cabinet in January 2022.

The report also seeks the views of the DMCs on the draft recommendations.

At 8.00pm the DMCs will be recalled to report the outcomes from their respective meetings if they wish.

8. INFORMATION PAPER FROM THE CABINET MEMBER BETTER HOMES

(Pages 27 - 34)

Information paper from the Cabinet Member Better Homes

Following a request from the DMCs during the December round of meetings, the Cabinet Member Better Homes has set out his views about the Housing Revenue Account budget setting for rent and service charge purposes for the following financial year.

This paper has been already circulated to the DMC and TRA representatives separately but has been placed here for information purposes only.

9. ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT

Meeting ends 8.30pm

AGENDA ENDS

The date of the next meeting will be Wednesday, 9 March 2022 at 6.30 pm.

Camden Town Appendix A

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

17 December 2021

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
Agar Grove TMO	Adebisi Adebunmi Twins		30/09/2020
Ampthill Square TRA	Frances Heron Jim Ward	Jacqueline Haggett Nicola Lincoln	16/02/2021
Bayham Place Estate TRA	Richard Caylor	Dave Early	26/10/2021
Bridgeway Street TRA	James Mansfield	Jason Lynch	06/08/2021
Camden Studios TRA	Sonia Uddin		07/09/2021
Clarkson and Mornington TRA	David Auger		06/08/2021
Coopers Lane Estate TRA	Amy Lame	James Butler	06/09/2021
Curnock Street TRA	Dimitrios Papageorgiou	Jason Mccarthy	07/09/2021
Godwin and Crowndale TMO	Wolfram Westendorf		21/09/2021
Mayford TRA	Sheila James	Sherryl Murphy	07/07/2021
Ossulston TRA	Helia Evans Rienzi Trento	Paul Tappin	26/08/2021
Phoenix Court TRA	Henry Leak	Taha Tofe Hossian	24/08/2021
Regents Park Tenants Association	Steven Christofi Kelly Strong	Victoria Farnham Patricia Downey	08/09/2021
Three Fields TRA	Anne Byrne	Camilla Mccready-Pay	05/08/2021
Walker House TRA	John Wood	Rippon Khan	03/09/2021

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LONDON BOROUGH OF CAMDEN	WARDS: All
REPORT TITLE January DMC HRA budget 2022/23 and Rent Setting Report	
REPORT OF Director of Finance	
FOR SUBMISSION TO Camden Town DMC Gospel Oak DMC Hampstead DMC Holborn DMC Kentish Town DMC	DATE 12 January 2022
SUMMARY OF REPORT This report summarises the financial position of the Housing Revenue Account and the draft recommendations on rent and service charges to be made to the Cabinet in January 2022. The report also seeks the views of the DMCs on the draft recommendations. Local Government Act 1972 – Access to Information No documents that require listing were used in the preparation of this report Contact Officer: Emma Cardoso- Team Leader (HRA and Capital Projects) 5 Pancras Square, London, N1C 4AG Emma.cardoso@camden.gov.uk 02079746513	
RECOMMENDATIONS DMCs are asked to note the contents of this report and respond to the questions detailed in Appendix D as part of the HRA budget setting process.	

Signed: Daniel Omisore, Director of Finance

Date: 29th December 2021

1. BACKGROUND/ CONTEXT

- 1.1. This report sets out the budgetary position on the Council's Housing Revenue Account (HRA) for 2022/23 and the recommendations that will be made to the Cabinet on 19 January 2022 regarding rents and charges. The Council is committed to act as an exemplary social housing landlord and views its role as a social landlord as a key contributor to a number of our Camden Plan objectives including providing sustainable neighbourhoods, reducing health inequalities and supporting complex families.
- 1.2. The Housing Revenue Account (HRA) is a ring-fenced account and budgets are required to be set balanced each year. There are limited income sources: social rents, service charge income from leaseholders and tenants and also non-residential rents (such as shops, garages/sheds and estate parking). The HRA is becoming increasingly difficult to balance due to a combination of rising costs from inflation and new legislative requirements combined with limitations on ability to raise income.
- 1.3. The main income for the HRA is from social rents and these can only be changed in line with the Government's rent standard. This sets the maximum rental increases - currently CPI + 1% until 2025 so for 2022/23, the maximum increase is 4.1%. After 2025, there is no certainty regarding government rules for social rents – it could be another reduction or freeze – so it would be prudent to act now to make sure the HRA is sufficiently robust to manage that eventuality.
- 1.4. The HRA has a reserve which helps to keep the HRA financially resilient and able to fund one-off costs or unplanned emergencies. At the end of this financial year, we project that HRA reserves will be further reduced to £14m. This is largely due to planned drawdowns from earmarked reserves, as spend forecasts are almost on budget. However, the aim is to replenish reserves over the medium term. Since 21/22, the Council has been setting aside £1m budget to start to rebuild the HRA reserve and plans to add to that in 22/23 by £2m. This reserve is crucial for financial resilience to absorb unexpected shocks without impacting delivery of services to residents. See Appendix F for the latest reserve and 5-year plan forecasts.
- 1.5. For the 21/22 budget setting, the key pressure on the HRA finances was the impact of Covid-19 and the Council added budget to the bad debt provision in anticipation of rising rent arrears across all tenure types. This should be sufficient for 22/23 and the Landlord Service continue to monitor and aim to reduce the level of rental arrears over the medium term. Unfortunately, in the short term the arrears are increasing and the number of tenants in receipt of Universal Credit is also growing. Around 70% of Camden's council tenants are in receipt of Universal Credit or Housing Benefit. A total of 4,989 council tenants are in receipt of Universal Credit (as at 12 December 2021). This number has increased by 577 since March 2021. The Government also withdrew the £20 per week Universal Credit COVID uplift in October 2021 which will further impact tenants' ability to cover their costs.

- 1.6. Some of the covid grant funding from central government was used in the HRA to offset PPE costs and also lost income from shops where these were not ringfenced to the GF. There was also a transfer of £0.6m to the General Fund relating to repairs team staff time supporting the covid response, c. 27 staff who were released from their normal duties as, at that time, the Council was only carrying out emergency repairs within the home. The HRA will continue to monitor costs to ensure it applies any eligible grant for covid related costs.
- 1.7. The December DMC report covered in detail performance updates related to rental arrears, voids and repairs.
- 1.8. The Better Homes programme was established in 2013/14 and since then has delivered £457m in investment in our Council homes at an average of £57m per annum. This covers internal works (e.g. kitchens and bathrooms), external works (e.g. roofs and windows), mechanical and electrical works (e.g. communal heating and lifts) and fire safety works. Budgets for the next five years total £322m with £145m identified for external works, £59.5m for fire safety works and £77.5m identified for mechanical and electrical work (heating and lifts). Acting upon feedback from the DMCs, the repairs team intends to recruit 3 new posts for cyclical maintenance.

Table One:

BETTER HOMES INVESTMENT PROGRAMME 2021-2026

Summary	2021/22	2022/23	2023/24	2024/25	2025/26+	Total
HRA	£000s	£000s	£000s	£000s	£000s	£000s
Better Homes	15,652	26,423	38,592	22,686	41,247	144,601
FRA work (excl. Chacots)	9,308	18,307	11,740	11,778	8,326	59,459
M&E / Energy Efficiency	16,582	21,921	19,415	14,449	5,092	77,460
Major repairs / miscellaneous projects	4,421	5,652	387	-	-	10,460
Other (including programme management and contingency)	13,658	7,343	1,913	1,200	6,163	30,277
Total	59,621	79,646	72,048	50,114	60,828	322,257

- Over 2,500 homes will benefit from external works in the next two years. This work has been prioritised through detailed scoping surveys and a review to make sure the Council is making best use of its capital resources
- 27 lifts will be installed through the next package of works, adding to the 370 lifts already installed through Better Homes.
- Large heating schemes are also in progress; tackling those in acute need of replacement such as the St. Silas estate and the Weedington Road estate.
- However, there remains significant unmet needs across the housing stock even with these budgets in place. In particular, there will be newly arising need in relation to fire safety as our assessments continue and new requirements arise from the Fire Safety Act (2021) and the Building Safety Bill, also the need for significant investment in communal heating beyond the budgets currently set aside. There has been limited funding announcements from central government on capital pressures arising from

Fire Safety Act, Building Safety Bill or the need to retrofit stock and no readily available funding for revenue pressures.

- As previously reported to the [Housing Scrutiny Committee](#), officers are developing an asset management strategy which will consider policy measures to help close the investment gap. In the meantime, it is keeping its programme under review and using detailed scoping surveys to make sure works are correctly prioritised

2. HRA BUDGET 2022/23

2.1. The Council is required to agree a balanced HRA budget for each year. The proposed budget for 2022/23 is set out in detail in Appendix A.

2.2. This budget considers the following expected cost pressures for the 2022/23 financial year. These include:

- **Inflation and Corporate** – In 2020/21 and 2021/22, CPI was much lower than cost inflation. September CPI inflation is 3.1% which is less than RPI at 4.9%. Inflation is on the rise (November CPI was 5.1%) but it is expected this budget should still cover the majority of cost inflation and c. £0.5m pressure of government enforced National Insurance increase (Employer's element).
- **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. Once the reserve is back to the right level, this budget line can be considered for a saving or the funding applied elsewhere. The HRA reserve is proportionally lower than reserves for the General Fund.
- **Building and Fire Safety**- The Fire Safety Act 2021 (passed as law in April 2021) requires the Council to make a number of changes, some of which the service can absorb using existing staff structure/ fire safety budgets. However, a further £0.75m per annum is needed to comply with the detailed checking of building facades, planned maintenance checks of equipment such as fire doors and the preparation of Personal Emergency Evacuation Plans (referred to as PEEPs). The Building Safety Bill is expected to receive Royal Assent in May 2022 and documents to date suggest a fast transition timeline. The current estimate is £1.45m reflecting the need to have resources in place to deliver the Building Safety Manager function and associated roles for high-rise buildings and the implementation of IT changes establish the "Golden Thread". The total impact is expected to be higher but spread into 2023/24 as further details emerge of the requirements. The pressure below is net of estimated contribution from leaseholders.
- **Repairs:** £0.47m largely relates to cyclical maintenance and adaptations for disabled residents carried forward from last year due to Covid. Acting upon feedback from DMCs, the repairs team intends to recruit 3 new posts for cyclical maintenance. These roles will focus on ensuring roofs and gutters are clear so that the stock does not suffer with unnecessary

damage during heavy rain. Extra budget is being assigned to enable the property team to expedite adaptations within homes for disabled residents.

- **Efficiency Savings:** All services have also reviewed their budgets line-by-line to assess potential savings. Some savings identified have come about as a result of capital investment. For example, the Property division is now able to reduce their budgets for the next financial year as budgets previously needed for temporary boilers (which have now been decommissioned or replaced by permanent boilers in the capital programme) are no longer required. In addition, services are committed to further reductions, including in repairs (through more direct management of major repairs to reduce contractor overheads) and other service efficiencies (such as a review of staffing structures).
- **Increased contribution to local welfare assistance fund £0.25m** – it is proposed to increase the HRA's contribution to this fund from £0.12m in 2021/22 to £0.25m in 2022/23 to support tenants facing severe hardship.

Table Two: HRA pressures and potential funding for 2022/23

	Pressures £'m	Potential Funding £'m
Inflation & corporate (NI/pension)	2.69	
Transfer to HRA reserve	2.00	
Building and Fire Safety	2.01	
Repairs- cyclical maintenance, disability access	0.47	
Higher gas and electricity prices	1.08	
Local welfare assistance contribution	0.25	
Possible increased heating contributions	-	1.08
Possible Rent increase- CPI + 1%	-	4.95
Possible Tenants Service Charges increase	-	0.43
Efficiency savings	-	2.03
	8.49	- 8.49

- 2.3. The table above indicates the proposed balanced approach to tackling financial pressures, through a mixture of efficiency savings and rent and service charges increases. A total of £2.03m is being offered up to fund pressures. Additionally, there is a lot of work happening to keep the costs within the existing base budget especially on void stock turnaround times. In order to fund the HRA services as they currently are, it is proposed the gap is funded by rent and service charge increases. This is covered in section 3.

3. RENT AND SERVICE CHARGES

RENT

- 3.1. Under the current rent standard, the Council has the ability to increase rents up to a maximum of inflation (Sept CPI 3.1%) plus 1%. Therefore, the maximum permitted increase would be 4.1%. The impact on average rents is

shown in Table Three below. This could generate £4.95m of income for the HRA, costing an average 2 bed property £4.84 extra per week (but due to the previous reductions and low inflation last year, rents in 21/22 are just 80 pence higher than the average rent charged in 2015/16, see below). Most tenants in receipt of Housing Benefit and Universal Credit will receive an uplift to cover the rent increase.

Table Three: Effect of Rent Increase of CPI +1%

Bed size	Average Rent 21/22	Increase in 22/23 - CPI+1% (4.1%)	Average Rent 22/23
0	£86.78	£3.56	£90.34
1	£104.06	£4.27	£108.32
2	£118.11	£4.84	£122.96
3	£132.23	£5.42	£137.65
4	£146.84	£6.02	£152.86
5 +	£162.50	£6.66	£169.16

- 3.2. Although the rent increase of 4.1% is higher than the past few years (1.5% 21/22 and 2.7% 20/21 after 4 years of -1%) this also means rents have not changed much over the past 6 years. The average rent being paid in 21/22 is only 80p more than the average rent being paid 6 years ago in 15/16.
- 3.3. Rents are eligible for Housing Benefit and Universal Credit – around 70% of our tenants are eligible for these benefits which will cover the proposed increase in report. Officers have heard from the December DMC round the concern felt by DMC members for tenants whose income may not be covered for the increase and it is important that any tenants who are concerned of their ability to pay their rent, contact the Landlord Service to discuss their options. The team are specially trained to support tenants around financial concerns and can access additional help for tenants needing support to maximise their income. **Appendix E** sets out in detail what help is available and how to access it.
- 3.4. If the proposed increase in rents is not supported by the Cabinet, this would require services to save an additional £4.95m in 2022/23 to offset the loss of the additional rental income. This would place significant pressure on services that are already working to implement cost reductions; any further savings proposals would require staff, resident and member consultation.
- 3.5. **DMC members are asked for their views on rent increases of 4.1% from April 2022.**

SERVICE CHARGES

- 3.6. The Council has some discretion over the level of tenant service charges (eligible for housing benefit/universal credit) for the following services; Caretaking, Concierge, CCTV, Communal Lighting, Communal Mechanical and Electrical Maintenance, Grounds Maintenance and Responsive Housing Patrol.
- 3.7. For 2022/23, Cabinet is recommended to increase tenants' service charges by CPI 3.1% for Caretaking, CCTV, Communal Lighting, Communal Mechanical and Electrical Maintenance, Grounds Maintenance and Responsive Housing Patrol to help offset inflationary increases of the service costs. The effect of the proposed increases on current weekly service charge levels is detailed in Table Three below. This could generate £0.43m of additional income to fund services and cover the cost of inflation.

Table Three: Recommended Tenant Service Charge Increase

Tenant weekly service charges	2021/22	22/23 increase (3.1%)	2022/23 including increase
Caretaking	£10.41	£0.32	£10.73
CCTV	£1.01	£0.03	£1.04
Communal Lighting	£1.11	£0.03	£1.15
Communal M&E Maintenance	£1.20	£0.06	£1.26
Ground Maintenance	£1.86	£0.04	£1.90
Responsive Housing Patrol	£0.65	£0.02	£0.67
	£16.24	£0.50	£16.74

- 3.8. The exception to the above is that any tenants with new CCTV cameras installed prior to April 2022 will pay £2.10 per week (total including maintenance) over 7 years to contribute to the cost of the capital investment as previously agreed following consultation with residents and DMCs. For those who have new cameras installed during 2022/23, the charge begins from April 2023.
- 3.9. If the proposed increase in service charges is not supported by the Cabinet, services would need to find savings of £0.43m next year to offset the loss of the additional income.
- 3.10. **DMC Members are asked for their views on the proposed changes to tenants' service charges and to make any additional recommendations.**

4. HEATING POOL

- 4.1. Camden have not increased District Heating fixed heating charges since 2014/15 which has been possible due to forward purchasing of bulk gas.

Graph 1: Illustration of weekly charge for a two-bedroom flat on full heating with hot water and cooking gas over the past 10 years.



- 4.2. However, fuel costs are expected to rise significantly in 2022/23 as the market is very volatile. As of 22 December 2021, Winter 2022 (Oct 22 – Mar 23 supply) gas and electricity prices have increased by 610% and 420% respectively since the market lows of Summer 2020. The Council has purchased all energy required up to September 2022 at a fixed price. However, the Council still needs to purchase energy from October 2022 to September 2023 (six months of which falls within the 2022/23 financial year). For this period, the Council has purchased 44% of energy required with a further 56% remaining to be purchased. It is this amount, yet to be purchased, which is subject to potential further increases.
- 4.3. DMCs have previously supported holding a surplus to shield tenants against future price increases. This strategy means that while heating scales will still need to be increased, available surplus can be used to minimise the impact. If there were no surplus, this year's increase would need to be 35%. It is proposed that the increase for 22/23 is contained to 15% (c.£2.60 per week average 2 bed).
- 4.4. In order for there to be enough surplus to hold increases to 15%, it is proposed that the £1.1m originally agreed to be used in 21/22 to fund energy efficiency projects is left in the heating pool reserve. The projects have been completed therefore other capital funding will be applied to the expenditure incurred.
- 4.5. If fuel prices remain at current forecast levels, limiting the increase in charges to 15% in 22/23 requires all of the available surplus leaving nothing to use in 23/24, at which point the full increase (a further 20%) would need to be applied. If the fuel prices grow, the increase recommended could exceed 20%. However, this will be reassessed next year using the latest information. The market is moving at a fast pace and may look different next year. Details of the forecast for the Heating Pool are in **Appendix B**.
- 4.6. **DMC members are asked to consider the recommendation to increase Heating Pool prices for 2022/23 (limited to 15%) and for views on the application of the existing surplus to offset price increases.**

5. Formal Consultation

- 5.1. A list of the consultation questions is in **Appendix D**.

REPORT ENDS

Appendix A

DRAFT HRA BUDGET 2022/23

(Income)/Expenditure.

Change in budget = 22/23 budget – 21/22 budget

Expenditure:	2021/22 Budget latest £'000s	2022/23 Budget £'000s	Change in Budget £'000s	2021/22 Q2 forecast £'000s
Repairs and Fire Safety	59,183	61,471	2,288	59,344
Housing Management Services	24,721	25,546	825	24,477
Commercial Properties	1,740	1,758	19	1,579
Housing Needs	1,298	1,311	12	1,102
Supported Accommodation	2,522	2,635	113	2,757
Estate Management	17,005	17,495	490	16,942
Power	9,923	11,182	1,259	9,955
Rent and Rates	5,930	5,669	(261)	5,511
Tenant Mgmt Organisations	3,014	3,073	58	3,014
Debt/Capital Outlay/Contingency	60,958	62,814	1,856	58,681
Bad Debts Provision	3,500	3,570	70	3,100
Corporate & Democratic Core	4,328	4,399	70	4,249
Total Expenditure	194,122	200,922	6,800	190,711
Income:				
Dwelling Rents	(135,457)	(135,457)	-	(134,640)
Shops, Garages, Sheds and Parking	(13,541)	(13,530)	12	(12,541)
Charges for Services	(44,273)	(44,630)	(357)	(43,122)
HRA Investment Income	(850)	(850)	-	(250)
Total Income	(194,122)	(194,467)	(345)	(190,553)
Proposed Rent Increase		(4,947)	(4,947)	
Proposed Service Charge Increase		(433)	(433)	
Proposed Increase in Heating Charges		(1,075)	(1,075)	
Drawdown to (from) reserve	-	-	-	(158)
Total HRA budget	0	(0)	(0)	(0)

Appendix B- Heating Pool

Financial summary

The following table sets out the expected costs and income, based on the changes outlined above, for the Heating Pool.

HEATING POOL	2020/21 Actual £'000	2021/22 Forecast £'000	2022/23 Estimate £'000
Average weekly increase		£0.00	£2.57
Increase (Decrease) in charges from 1 April		0.0%	15.0%
Fuel Costs	6,080	7,312	10,657
Bad Debt Costs	379	380	437
Maintenance & Infrastructure Costs	782	1,047	1,004
TOTAL EXPENDITURE	7,241	8,739	12,098
TOTAL INCOME	(8,273)	(8,476)	(10,097)
(Surplus)/Deficit for Year	(1,033)	263	2,001
Movement in Reserves			
(Surplus) / Deficit Brought Forward	(3,006)	(3,405)	(2,334)
Surplus/Deficit in year	(1,033)	263	2,001
Heat Compensation Loss of Service	93	170	150
Heat Refunds	40	138	73
Investment in energy efficient works	500	0	0
Surplus earmarked for price increases		500	110
Reserves Carried Forward	(3,405)	(2,334)	(0)

Appendix C – 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

	<ul style="list-style-type: none"> Seasonal work such as gritting during the winter maintenance process 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 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 D – Rent and Service Charge Setting consultation questions

District Management Committee Feedback

DMC.....

Recommendation	Yes	No/Other
Rent Increase: Inflation + 1% (4.1%)?		
Increase Tenant Service Charge- Caretaking: 3.1% (32p)		
Increase Tenant Service Charge- CCTV: 3.1% (3p)		
Increase Tenant Service Charge- Communal Lighting: 3.1% (3p)		
Increase Tenant Service Charge- Communal M&E Maintenance: 3.1% (6p)		
Increase Tenant Service Charge- Grounds Maintenance: 3.1% (4p)		
Increase Tenant Service Charge- Responsive Housing Patrol: 3.1% (2p)		
Heating Pool Charges: Increase 15%?		
Heating Pool Surplus: Apply to offset price volatility?		
Any other feedback/Views		

Appendix E- HELP WITH MONEY FOR COUNCIL TENANTS

Who from?

- **Neighbourhood housing officers** (NHOS) manage rent accounts and are trained in money conversations, basic benefits and sources of help. Can agree payment plans and provide advice and help. Tenants and leaseholders can identify their NHO here [Your Neighbourhood Housing Officer - Camden Council](#)
- **Welfare Rights Team** (WRT) 5 benefits advisors and 2 debt advisors. NHOs (and other officers) can refer to the team for specialist input / casework and advocacy. Duty system supports NHOs to support tenants.
- **Camden Advice Network:** incl Citizens Advice, Age UK, Mary Ward Legal Centre and Camden Community Law Centre. Contact details are here: [Advice on money, benefits and debt - Camden Council](#)
- **Contact Camden:** welfare support team can signpost callers to sources of advice and help 020 7974 4444 option 9.
- **The Green Camden Helpline** helps with energy efficiency measures, reducing energy bills and sources of support with bills
- **The Council's website** has improved information about advice and support: [What benefits and support are available? - Camden Council](#)
- **Citizens Advice, Shelter, Money Advice Service or StepChange** websites etc
- **Good Work Camden** for employment support. We work closely with GWC to integrate money and employment support for tenants
- **Find Food Support in Camden** website – helps residents identify food banks and other support near them. NHOs and other services can issue food bank vouchers
- **Key workers**, support workers, social workers and care coordinators can be a link to other services and advocate for tenants. ASC and Children's services have their own specialist advisors and tenants may prefer to speak to whoever knows them best.
- **WISH Plus** (warmth, income, safety and health) is part of the care navigation and social prescribing service with Age UK. If anyone wants help identifying services, WISH can help to access around 30 services from one referral / assessment. Tenants can refer themselves on the Council's website or by phone.
- **Services for TMO tenants** (tenant managed organisations). The Council manages rent accounts for TMOs in a small rent team with strong links to support services. TMO tenants may also be supported by the Council's floating support service.
- **Help with drug or alcohol problems** landlord services can link tenants who are spending money on addictions to services that can help
- **Mental health and wellbeing** housing staff can refer tenants who are suffering from anxiety, stress or depression due to money worries for specialist support. Our in-house psychology team (the PICT¹ team) supports staff with these conversations.
- **Charities** our guidance hub for staff includes details of charities to approach for help

What help is there?

- **Payment plans** for rent arrears tailored around the individual including:

¹ PICT = Psychologically informed consultation and training

- **Managed payments²** direct from the DWP to the Council from Universal Credit (UC)
- Heating and hot water charges can be paid from benefit for housing benefit claimants but not for UC claimants
- **Discretionary Housing Payments (DHPs)**
- For tenants on HB or UC for housing costs who still need help to pay rent (e.g. because of a shortfall in benefit due to the bedroom tax or benefit cap). Apply on the Council's website or via Contact Camden.
- **Council Tax Support** reduces council tax for people on low incomes. Anyone not working or who earns less than £86.80pw pays nothing. Apply on our website.
- **Council tax discounts and exemptions**
- some tenants may be eligible for money off their council tax, or an exemption, because of their situation rather than their income
- **Thames Water WaterHelp scheme** (previously WaterSure Plus) or WaterSure schemes can reduce water bills by up to 50%. Contact Thames Water to apply.
- **Local Welfare Assistance Fund** crisis payments for people with an urgent need for a one-off payment for urgent need e.g. for food or a utility bill. Apply on the website.
- **Help with scams and financial abuse** – all housing staff have safeguarding training reminding them to be alert to the possibility of financial and domestic abuse when working with tenants in arrears and, when applicable, to raise a safeguarding alert with social services. You can raise a safeguarding alert about a vulnerable adult on 020 7974 4000 (option1) or at adultsocialcare@camden.gov.uk.

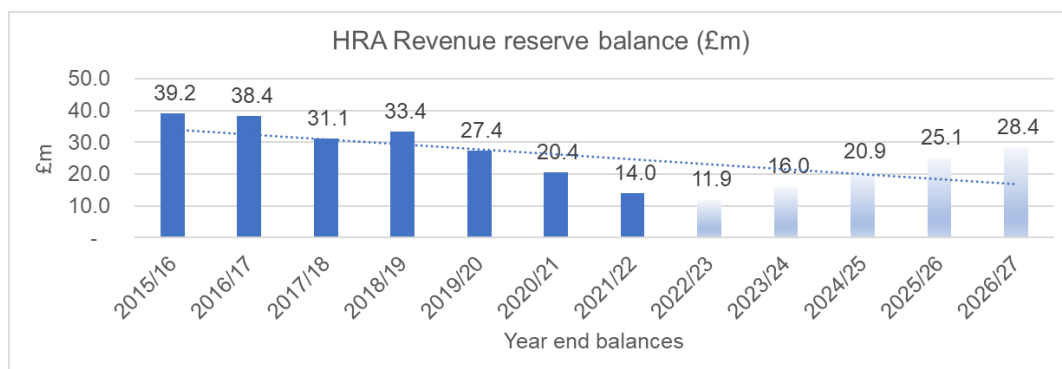
There is information about raising a safeguarding alert for children or people with children here [Children's safeguarding and social work - Camden Council](#)

Note: If tenants are in rent arrears or need help with money we usually guide them to their NHO but there are other sources of help if their NHO is out and about or on leave. Contact Camden (020 7974 4444 option 9) can signpost to help, and / or pass a message on to the NHO, and WISH+ can also be contacted directly on the website or by phone.

There is more information on our staff guidance hub here: [Financial help & accessing support | Housing \(camden.gov.uk\)](#) (just click on the top left hand tile on any page to go back).

²<https://www.gov.uk/government/publications/universal-credit-and-rented-housing-2/universal-credit-and-rented-housing->

Appendix F- Reserve and 5 year plan forecasts



5 year plan- all figures in £000's

Expenditure:	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Repairs and Fire Safety	59,183	61,471	64,348	67,490	70,603	73,785
Housing Management Services	24,721	25,546	26,002	26,467	26,940	27,422
Commercial Properties	1,740	1,758	1,777	1,797	1,816	1,836
Housing Needs	1,298	1,311	1,323	1,335	1,347	1,359
Supported Accommodation	2,522	2,635	2,734	2,837	2,944	3,055
Estate Management	17,005	17,495	17,841	18,193	18,552	18,918
Power	9,923	11,182	11,402	11,627	11,856	12,090
Rent and Rates	5,930	5,669	5,776	5,886	5,998	6,112
Tenant Mgmt Organisations	3,014	3,073	3,129	3,185	3,243	3,302
Debt/Capital Outlay/Contingency	60,958	62,814	64,923	65,036	65,150	65,263
Bad Debts Provision	3,500	3,570	3,642	3,214	2,779	2,334
Corporate & Democratic Core	4,328	4,399	4,470	4,543	4,617	4,692
Total Expenditure	194,122	200,922	207,368	211,612	215,845	220,169
Income:						
Dwelling Rents	(135,457)	(140,405)	(144,817)	(148,861)	(151,538)	(154,269)
Shops, Garages, Sheds and Parking	(13,541)	(13,530)	(13,730)	(13,930)	(14,130)	(14,330)
Charges for Services	(44,273)	(46,137)	(47,235)	(47,846)	(48,466)	(49,093)
HRA Investment Income	(850)	(850)	(850)	(850)	(850)	(850)
Total Income	(194,122)	(200,922)	(206,631)	(211,487)	(214,984)	(218,542)
Contributions to/(from) reserve	(0)	0	(737)	(124)	(861)	(1,627)
HRA budget	-	-	-	-	-	-
HRA revenue reserve						
At start of financial year	(20,437)	(13,973)	(11,906)	(16,013)	(20,889)	(25,027)
Drawdowns	7,463	5,067	893	124	861	1,627
Contributions	(1,000)	(3,000)	(5,000)	(5,000)	(5,000)	(5,000)
At end of financial year	(13,973)	(11,906)	(16,013)	(20,889)	(25,027)	(28,401)
Reserves as a % of yearly expenditure budget	7%	6%	8%	10%	12%	13%

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Date: 21 December 2021
Our Ref:
Enquiries to:

Councillor Meric Apak
Kentish Town Ward
London Borough of Camden
Town Hall
Crowndale Centre
218 Eversholt Street
London NW1 1BD
Tel: 020 7074 2932
Meric.apak@camden.gov.uk
www.camden.gov.uk

Dear District Management Committee (DMC) representative

I have taken over the Housing portfolio brief in late 2017 and have been committed to make improvements in Housing Management services ever since, and remain determined despite the interruption to my plans by a pandemic which has had a massive impact on all our lives.

Following the December round of DMCs, I have been asked by some of your DMC chairs to share my views about the Housing Revenue Account (HRA) budget setting for the following financial year for rent setting and tenant service charges purposes. As a decision maker I do need to keep an open mind, however it seems to me that we are not exactly spoilt for choices.

It is unusual for the January Joint DMC meeting to consider any other report other than the officers' HRA Budget setting report. Therefore, I would propose that my report is used as an informative when considering the officers' Report on the main item on the agenda.

Also, in the December round of DMCs I mentioned that we were lobbying the Government for extra burdens funding to assist us with the additional demands placed on the HRA in terms of new legislative fire safety requirements and the negative impact of the pandemic on our rental income stream, and that they had said no. Some of you asked if there could be a joint lobbying exercise by councillors and tenants. Having consulted the Leader, Councillor Georgia Gould, we are more than happy to take up this offer. If you are interested, please write to me at meric.apak@camden.gov.uk and we could arrange a collaborative letter and hand-deliver it to 10 Downing Street together.

In the meantime, I hope you find my contribution below helpful in advising me on the HRA budget for next year when we all meet in your respective DMCs on 12 January 2022.

Kind regards

Councillor Meric Apak
Cabinet Member for Better Homes
Ward councillor for Kentish Town

Cabinet Member's Annual Report to DMCs - January 2022

HRA Budget Setting – 2022-2023

(for consideration as an informative to the HRA Budget report)

Introduction

1. As elected DMC representatives, collectively you carry the burden on your shoulders of representing just over 23,000 tenants and around 9,000 leaseholders. So I have always valued listening to your advice on these matters. For the purposes of consulting you on rents and service charges, taking into account the 23,000 tenants would be more pertinent, as any service charge increase on leaseholders would be billed on an actual basis as per the terms of leases, and would not be relevant for the purposes of this exercise.

Putting the challenge into context

2. The pressure on our HRA remains significant. The Government-imposed 1% rent reductions for four years has cost the HRA £69 million. That's the equivalent of £3,000 we are spending less for each and every council tenant in Camden. Then we have had to evacuate residents from the Chalcots, and agree a programme of extra fire safety works. We were also hit by the pandemic which severely impacted on our rental income stream. Our healthy HRA reserves meant we were able to sustain this shock to finances.
3. We now need to rebuild that cushion of safety-net in our finances just in case other emergencies come up. We also need to budget for additional fire safety works, continue putting aside money to replace a number of ageing district heating systems and look at alternative greener options to power them to address climate change, and improve our cyclical maintenance programme so that the effects of global warming, such as flooding, and roof leaks are better managed.
4. We also need to commit money to major works budgets so that we can replace ageing windows and stop heating the universe which exacerbates fuel poverty adding to greenhouse gasses, replace leaky roofs, address the challenge of damp and mould and continue investing in our damp and mould team, renew individual boilers and heating, install new kitchens and bathrooms, replace outdated lifts and spend more on the upkeep of our council homes as material and component prices rise. These are the issues, the tenants who elected you, keep telling me we need to address, all of which had already been impacted by the loss of the £69 million from rental income.

5. The bottom line as I see it is that the amount of what we can do to deliver an improved housing service will cost far more than the combined total of what we can raise through efficiency savings, rental increases, and service charge increases. The question is how to prioritise what we need to do, and how to pay for it.
6. To meet inflationary pressures only and just stand still means we must increase our rents and service charges by a minimum of 3.1%. To be clear, this does not deliver a continuously improving service, just what we have been doing in past years. Even then, this inflationary increase does not equate to real inflationary pressures in the building sector. So the proposed extra 1% is a cushion we must budget for if we are going to continue improving services.

You said – we did

7. That brings me to the beginning of my report where I said I would set out the improvements we have made since I became cabinet member for this portfolio. You might say this is predictable of me but I will begin with the bad news. Some of my efforts have been somewhat kiboshed by the pandemic, more about that later.
8. Swiftly returning to the good news. Last year when we were discussing the 2020/2021 budget setting, many DMC representatives set a challenge for me and for officers. Council flats were left empty for too long - over 200 days on average, and the lost rental income was too high. I gave you a commitment by setting a target to halve the average number of days left empty, and I am pleased to report that as I write this report, officers are on course to not only reach this target, but to surpass it, saving the HRA £1 million in lost rental income for the following year. This has largely been achieved by investing in a dedicated officer post with authority to ensure different departments pull all their focus to reducing the number of days a property remains empty and I would like to thank Laura for her hard work in bringing this about. But I am sure we can do even better and I am setting officers a further challenge to continue improving upon this by bringing this figure down again from 100 days to 75 days, not only because it improves the HRA balances but it also means more people can be given a council home faster.
9. The other issue we need to tackle is our desperate overcrowding crisis. Out of the 6,500 people on our rehousing list, all with pressing needs to be rehoused, I'm particularly concerned that we have a significant number of overcrowded families. We have over 2,300 households seeking a property that is 3 beds+ and demand outstrips annual supply of larger property by around 13 to 1. I'm acutely aware however that if we can improve the situation for our overcrowded families, this could also have an associated savings on the costs of services involved in managing the effects of this difficult situation.

10. Other areas you asked us to look at included the many contractors and subcontractors in repairs top-slicing budgets and adding to inefficiency, and the high number of temporary boilers on hire. I am pleased to report that by bringing the Repairs service (including major repairs) in house we have removed a whole layer of costs that 'main' contractors charge for managing resources – more about what we have done (and are doing) to improve the repairs service later. We have also replaced many of our boiler plants, significantly reducing the cost of hiring temporary boilers. This and other efficiencies is saving us a further £1.78 million. The next challenge I am setting for myself is addressing the impact of the subcontracting chain for major works, and shoring up our in house resilience and capacity to meet that challenge.

11. Bringing the rest of the caretaking service in house has meant having more caretakers inside and outside our blocks, being more visible, and more effective in what they do. Satisfaction levels across the borough have shot up and I am proud of this achievement and our caretaking service. Our caretakers have continued working throughout the pandemic with the exception of a couple of weeks during the first lockdown. I pay tribute to our many volunteer residents and TRAs who stepped up to this challenge during this time and kept our estates clean, and to our caretakers for their dedication because as front-line essential workers some did contract Covid 19. The work they do can be harrowing, from delivering bottled water to stranded residents during emergencies to cleaning up bodily fluids, sometimes day in day out, without complaint.

I am in no way claiming the service is perfect everywhere, performance issues are a fact of life, however if they are brought to management's attention, they can now quickly be addressed. As we learn to live with this pandemic the new special services team in the caretaking service is making a real difference, being deployed in areas where standards may drop, due to unexpected staff absences for instance. My ambition is to get the caretaking and grounds maintenance teams for our green spaces working much closer than they are now, which I am sure would improve the service even more. The proposal is to increase the caretaking service charge by 32 pence per week. I do not wish to put the improvements we made in jeopardy by freezing this service charge this year. Our tenants deserve better and those who would be impacted most from this increase will be protected. But a freeze would also send the wrong signal to a service which has worked so hard to turn things around and make the improvements valued by many residents.

12. I now come to the next improvement we implemented since my tenure as cabinet lead, and that is the new Landlord Service. In short, we changed the outdated estate officer posts to the new Neighbourhood Housing Officer (NHO) roles. Their working patches have been reduced from over 800 households to around 350 households to compensate for the more resource intensive nature of the new role. My ambition has always been to deliver a people centred service, where officers went to residents instead of working behind desks all the time expecting residents to go to them. This way we build working relationships and get to know our residents better. And if we know our

residents better then we can tailor our service and serve them better, which cracks that old chestnut – improving efficiency.

The bad news is that the pandemic has slowed things down here as well, as most of our NHOs have been forced to work from home. I am sure in the coming weeks and months as we learn to live with this pandemic, you and residents will see more of your NHOs. It's worth concluding here by a final remark and acknowledging that one of the most resource intensive areas for officers are managing neighbour disputes, and placing officers in the community can only improve this situation by nipping problems in the bud.

The other improvement I am proud of is the repairs service. Before you all scream at me please hear me out! Throughout 2018 all I kept hearing was the unacceptable delays in answering telephone calls for reporting a repair. So in 2019 we co-located the repairs call handlers with our job allocators and our case management officers. This meant three of our most critical teams in day-to-day repairs were now sitting across each other. The impact was immediate. Average waiting times came down from an hour, to under 2 minutes and satisfaction levels shot off the scale almost overnight. Even our most critical DMC representatives started praising us. But no sooner than we implemented this improvement we were hit by the pandemic which meant we could only deliver an emergency repairs service. This resulted in a significant backlog of non-urgent repairs works. Coupled with the effects of freakish weather conditions coinciding with the relaxation of the covid restrictions this Summer, call volumes shot up from an average of 700 calls a day to just under 2,000 calls a day. Despite using up inbuilt contingencies we did not have extra budgets needed to increase our staff to meet this level of demand on the service and we had to cope with what we had. The only option was to change the way we did things. We had to free up telephone lines so that our vulnerable and at risk tenants were not stuck waiting for long times, and we had to prioritise genuine emergency repairs. So we relaunched an improved online reporting tool and promoted this heavily. Take up improved from around 2% of tenants reporting repairs online to 26% within three months. I am aware that we need to improve our front-facing online system and work on that is underway. My ambition is to add a tracking tool to give residents live information on where the repairs operative is and a rough ETA. This would reduce phone-calls to the contact centre and free up telephone lines even more adding to efficiency. We also introduced a web-chat repairs function where some residents preferred to use this to report their repair. Another option introduced was our call-back service, with a commitment to call residents back within a couple of hours for reporting a repair. Finally, our latest message is that for non-urgent calls, if you can report it online, then please do. All this is having a huge beneficial impact on the overstretched telephone lines which must be prioritised for genuine emergencies and for those who do not have digital access, or are vulnerable. Not only that, but this also drives efficiency up as it refocuses resources to where they are really needed. And as I write this report the signs are that the implementation of this strategy is working, we are regaining the trust of residents again for online reporting, the backlog is coming down, the call waiting times are coming down, satisfaction levels are creeping up again. Speaking of satisfaction, we

have also made improvements here. Instead of outsourcing this to a third party to sample collect 10% satisfaction data three weeks later, we now collect live data via a text messaging service from each repair once completed. The live nature of this data, means issues can be picked up and addressed swiftly which is seeing complaint levels drop significantly.

13. Finally, in almost every TRA meeting and every DMC meeting I go to, I have been hearing the need to improve our outdated CCTV system and improve security. Our ageing CCTV systems was first highlighted in Holborn DMC followed by a report to DMCs describing it as not fit for purpose. So, having consulted DMCs in 2019 on a two-year programme, we have been investing in an unprecedented overhaul of our CCTV network on our estates in Camden. This work consists of two phases. The first is to install a brand-new digital network relay which will carry the signals securely into our brand new CCTV hub in Holmes Road. Despite the pandemic, this phase of the work is now complete ahead of schedule. The second phase is to install the latest state of the art analytic CCTV cameras in our estates. That work has begun and we are now consulting TRAs and overlaying the outcome of this on to the intelligence data we have so that we can start the work. As we speak to you, prioritised estates are being identified and work of installing the actual cameras on those estates is already underway, and we expect most of this work to be completed within the next six months.
14. None of this work could have been done without previous rent increases contributing to a resilient HRA. And I absolutely take the point about increasing rents during a pandemic hitting those on low incomes hardest, but it has been demonstrated that these group of tenants will be protected whether they are within the housing benefit threshold or just outside it. I have expanded on this more below.

Distilling the money issue and our options

15. Coming back to the central issue of how to fund all this. As a council tenant myself the last thing I want to do is to propose a rent/service charge increase in the middle of a pandemic which would impact our most vulnerable and cause more poverty. I agree with you, it would be wrong to hit tenants who are struggling. However I have been thinking about this. 70% of our tenants who are most at risk of falling into poverty would be protected, and we have the resources to help them access what they would be entitled for in benefits. I am also aware of those who are on the cusp of this cohort, who would just miss out on qualifying for benefits. And of course, we mustn't forget those who would tip over the threshold and qualify for benefits as a result of rent increases, and may not realise they would now qualify. Rent increases we are proposing would also contribute to a hardship fund which is designed to help exactly these group of tenants. I am not saying we are going to capture everyone in this category in time. None of this is 100% foolproof. But even if we capture 95% of those impacted it would be worth it. Ironically without the recommended rent increase we cannot contribute to this fund and it would be even more difficult to assist tenants in this group.

16. We have lobbied the Government for exceptional burdens funding, and they said no. We are on our own. To me, and I am sure to the tenants you each represent, standing still is not an option. We must continue to improve efficiency and find further savings. The issue for me is that even if we could achieve 100% efficiency, there is no way we could catch up with the £69 million we have lost through Government-enforced rent cuts, and then pay for all the improvements we need to make by making efficiencies alone. We must shore up our HRA resilience for future years, and we must continue improving the services we deliver. Our tenants who elected you, the vast majority of whom are shielded from rent increases and will not be worse off, expect no less of us. And if efficiency savings alone is not enough to cover this cost then the only other revenue stream is rental income.
17. I was somewhat heartened by the discussion in some of the DMCs in December. Most of you could see the dilemma and while some insisted, we could not increase rents at this time, some agreed that we were somewhat limited in our options. The invidious situation I find myself in is being faced by a government who has abandoned us to fend for ourselves. The rent increase we are proposing would generate just under £5 million in extra revenue for the HRA, this year and every subsequent year thereafter because it is cumulative, and it bolsters the fiscal base. Ironically, over £3 million of this increase would be paid for by the Government in the form of housing benefit. In the absence of any revenue investment from the Government, it seems counterintuitive to do anything to the HRA at this critical stage which would risk its resilience to withstand potential shocks in the future, and take regressive steps backwards risking disinvestment and dilapidation at a time when we should be investing more to save more, and ramp up our efficiencies and improvement programme in Housing Management services for the 23,000 tenants we serve.
18. When consulting them in your capacity as representatives are you really telling the tenants you represent, that we should not put rents up, thus rejecting the £3million from this Government? Is it right that we take a regressive step backwards and take a risk in service provision for tenants, 70% of whom would not have been financially worse off but now would receive a worse service as a direct consequence?

REPORT ENDS – As at 21 December 2021

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