



BRENT HOUSING PARTNERSHIP

2014 ANNUAL REPORT



2013 - 2014



CONTENTS

INTRODUCTION	3
ABOUT BRENT HOUSING PARTNERSHIP (BHP)	4
BHP'S VISION AND VALUES:	4
THE HOUSING SERVICES PROVIDED BY BHP	5
BHP TO BUILD NEW HOMES	5
HOW WE ARE GOVERNED	6
— SETTING THE STRATEGIC DIRECTION FOR THE COMPANY	
— BOARD MEMBERS	
COMMITTEES	6
RISK MANAGEMENT	7
OUR STAFF	7
BHP'S KEY ACHIEVEMENTS 2013-2014	8-9
BHP LAUNCH CONTRACT WITH WATES LIVING SPACE	10
COMMUNITY ENGAGEMENT AND SCRUTINY	11-14
— HOW YOU CAN GET INVOLVED	
COMPLAINTS PERFORMANCE	14
— REASONS FOR COMPLAINTS	
CUSTOMER RESPONSE TEAM	14
— REASONS FOR COMPLAINTS	
PERFORMANCE	15
YOUR PRIORITIES AND OUR PLANS	15-16
— REPAIRS AND MAINTENANCE	
— YOUR TENANCY	
RENTAL INCOME AND VALUE FOR MONEY	16-17
— UNIVERSAL CREDIT	
— WELFARE REFORM TEAM	
— WHERE WE SPENT YOUR RENT	
TRANSLATIONS	18

INTRODUCTION

We all know that Brent, along with many other Boroughs, faces very considerable challenges. And this calls for us all to work together – united in purpose and resolve - to ensure our housing provision provides opportunity for Brent residents.

This year we have been on a journey of renewal and change at BHP to ensure we are fit for the challenges of the future. There is much to be done if we are to respond to the needs of our tenants and the Council's ambitious Housing Strategy. We want to play our part in ensuring more and better quality homes, better employment opportunities and improving the quality of housing for those renting privately.

We are absolutely determined to retain and build on our close relationship with tenants and leaseholders. Following an engagement and consultation exercise we have shaped our new vision and values. Our vision is all about building vibrant, diverse and resilient communities. What we mean, behind these buzz words is that we work closely with residents and communities to jointly identify solutions. We work hard to make Brent residents feel special. We give top priority to safety. We create places where residents feel proud to live. We invest in our people and our partnerships.

BHP really is a partnership. The Board members who are made up of local residents, representatives from the council and independent experts in their field; the many active residents who put so much of their own time into making their communities better places to live; the dedicated team of staff at BHP who care about their jobs and making a difference for local people; and our partners who work with us to provide the best possible service.

When we work together, in partnerships, we change lives. And building on the changes from we are making that is our collective challenge – making Brent a place we all be proud of.



Joanne Drew
Chair



Tom Bremner
Managing Director

ABOUT BRENT HOUSING PARTNERSHIP (BHP)



BHP is a not-for-profit company set up in 2002 to manage 12,051 properties which includes 9,051 tenanted properties and 3,000 leasehold properties in Brent. BHP signed a 10 year management agreement with Brent Council in 2013. This agreement reaffirmed BHP's commitment to helping the council meet its strategic objectives and to address the future of housing in the borough.

BHP has delegated responsibility from the council to supervise and monitor the performance of Brent's two Tenant Management Organisations, Kilburn Square Housing Co-op (246 homes) and Watling Gardens Housing Co-op (165 homes).

In addition to managing and maintaining homes for Brent Council, we are a Registered Social Landlord and own 331 properties in Brent, the majority of which are let as social rented accommodation. We were able to acquire and build these properties with a grant from the Housing Corporation and through loans from the council.

BHP'S VISION AND VALUES:

TO BUILD VIBRANT, DIVERSE AND RESILIENT COMMUNITIES

We have been working on an exciting new vision document which will guide the direction of the organisation for the next four years.

The dynamic 'BHP Vision 2014-2018' document summarises the vision, values and key strategic objectives of BHP.

The vision aims to build vibrant, diverse and resilient communities in Brent. The key objectives are:



GREAT COMMUNITIES - We will work with local residents and communities to create solutions and achieve our ambitions together. We celebrate the diversity of Brent and see this as a strength and resource.

GOOD VALUE - We will offer good value for money and carefully manage our own and the council's budgets so that every penny is well spent and well invested. We will expect everyone to take responsibility and play their part so that solutions are lasting.

CUSTOMER SERVICES AND NEIGHBOURHOODS - We want to make customers feel special, with services that are relevant to each person. We want to help create places that feel loved, give a sense of pride and where people feel they belong.

BUILDING NEW HOMES AND REGENERATING ESTATES - The test of our success will be our legacy; we will build great new homes and invest in people and places for our current residents but also for their children and for our future residents.

SAFE AND WELL RUN - We give top priority to keeping our residents, ourselves and our colleagues safe. We will manage risks so that we are focused on doing the right things in the right way.

A GREAT PLACE TO WORK WITH STRONG PARTNERSHIPS - We will attract and develop staff who want to make a difference and who love what they do. We will be a trusted partner who will work with contractors and others who will collaborate with us to provide the best services at the best value.

THE HOUSING SERVICES PROVIDED BY BHP

- Repairs
- Tenancy Management
- Rent Collection
- Aids and Adaptations
- Major Works
- Management of Empty Properties
- Leasehold Management
- Resident Involvement
- Estates Cleaning
- Complaints Management
- Management of Anti Social Behaviour by council tenants
- Management of Brent's Travellers site
- Procurement of housing contracts
- Gas Servicing, Legionella testing, asbestos testing, electrical testing
- Management of privately leased properties for Brent Council
- Management of Brent Council's out-of-hours service for housing repairs, homeless families and a trained Emergency Response Team for serious borough wide emergencies such as the evacuation of homes as determined by the Fire Brigade.



BHP TO BUILD NEW HOMES

BHP, acting as the London Borough of Brent's development agent, has successfully been awarded funding from the Greater London Authority (GLA) to build a programme of new affordable homes. BHP bid for £4.3m to support the construction of 100 homes, approximately half of which will be larger family homes.

The funding is part of an initiative called the Mayor of London's Housing Covenant which aims to support new affordable housing that is to be built from April 2015 and completed before March 2018.

We are very excited about building more homes to help deal with the acute housing shortage in the borough. The Development Team will now progress the design and construction of these new homes on sites across the borough.

WE ARE HONEST,
OPEN AND
TRANSPARENT



HOW WE ARE GOVERNED

SETTING THE STRATEGIC DIRECTION FOR THE COMPANY



The Board is responsible for strategic decisions such as managing the company and, as the ultimate decision making body, it is also the focus of accountability for the council as the sole shareholder.

BOARD MEMBERS

BHP's Board is made up of the registered directors of the company and comprises six residents (four tenants and two leaseholders), three councillors, four independent members one of whom is the

Chair. The new Chair, Joanne Drew was appointed in 2012. We also have the ability to co-opt members to the Board and currently have a co-opted member who has extensive financial experience at senior level and have a co-opted member who has extensive development experience. Details of all Board Members can be found on our website www.bhphousing.co.uk.

Some residents may require training before they become eligible to stand for election. BHP offers a comprehensive training programme for prospective Board Members and they are also encouraged to attend Board meetings (which are open to the public) as observers.

Every three years, three Board Members stand down. Vacancies for Board membership are advertised in the local press. Any council tenant or leaseholder can apply for election to the Board and will be interviewed by a panel of current board members to ensure they have the necessary skills and abilities for Board membership.

Councillors are appointed to the Board by the council and independent members are appointed through advertising in the national press and an interview process making sure they have the necessary business skills required such as risk management, legal, housing management and housing development expertise. The new council representatives on BHP's Board are Cllr Janice Long, Cllr Shafique Choudhary and Cllr Tayo Oladapo.

Although there are three separate constituent groups, all Board Members have an equal role on the Board (except co-opted members who do not have voting rights) and all work together to ensure that BHP remains one of the leading housing organisations in the country.



COMMITTEES

During 2013-14 BHP operated four committees, Customer Committee (chaired by Karin Jaeger, Resident Board Member), Development and New Business Committee (chaired by Geoff Pearce, Independent Board Member), Governance Committee (chaired by Joanne Drew, Chair of the Board) and Audit Committee (chaired by Colin Moone, Independent Board Member).

RISK MANAGEMENT

A Risk Management Strategy has been agreed by the Board. High Risk items are reported quarterly to the Audit Committee, outlining the work in progress to reduce those risks. The register is reviewed annually. A Risk Management workshop was held with the Board in April to identify the corporate risk register and a programme of Risk Management training for managers was initiated in September 2014 to ensure that all managers are aware of good practice in Risk Management and are identifying and assessing risk items within each service area.

OUR STAFF

Since BHP signed a new 10 year management agreement with Brent in April 2013, a lot of work has gone into looking at how the organisation needs to change to be fit for the future and its new role. There have been a whole series of discussions and consultation events about this with staff, residents, council colleagues and Board Members.

This builds on the aspiration in the management agreement that BHP is more than just a managing agent, but is also the council's key partner on its asset management and related strategies – so helping to provide new homes, new services and a new approach to investment in the current stock. This builds on BHP's proud heritage as an organisation that delivers for Brent and our customers – providing excellence and working closely with all our communities.

In 2013 BHP embarked on a senior restructure which was completed in November with all of the Executive and Senior Leadership posts now filled permanently. These posts form the backdrop and foundation of the proposals for the new structure across the rest of BHP.

BHP is not significantly over-resourced as an organisation, but to be fit for the future we did need to better target our staff and resources in the areas where we want to have the most impact, i.e. aligning to the Vision, Values and Strategy. With this in mind the key driver for change can best be summarised as having, consistently, the right people, in the right roles, working in the right way.

This will mean a new way of working for everyone at BHP – building on what we do best and making this part of all our roles, everyday. This means that there are some things that we are proposing will change for everyone, including all of ELT and SLT. There will be fewer layers of management and a flatter structure. The new structure is designed on the following management layers:

- Executive
- Head of Service
- Staff
- Apprentice/Trainee/Assistant

In addition more resources will be concentrated on front line staff and services. The Change Programme is also about delivering on a new service offer. The second phase of the change programme was completed and went live on 21st July 2014. A recruitment and retention drive is the next phase of the change programme and is now underway.

WE ARE **BOLD**
AND **RESILIENT**

BHP'S KEY ACHIEVEMENTS 2013-2014

Louise Egan, Company Secretary is one of 12 finalists for 24 Housing's Young Leader's Award 2013

BHP and Brent Council celebrate international disability day, December 2013

Brent Council and BHP sign a ground-breaking 10 year management agreement

BHP conducts life saving smoke tests in abandoned high rise block, 2014

Achieving highest five star rating by the British Safety Council

BHP successfully meets liP standard, June 2014

BHP's Fire Safety Team received a Gold Award for their hard work and continual efforts to ensuring the safety of BHP staff and tenants, from the Royal Society for the Prevention of Accidents (ROSPA)

BHP awarded Leaders in Diversity Status, June 2014

Gold standard from the Royal Society for the Prevention of Accidents (ROSPA) for Asbestos Management

Chisa Egwurugwu, Community Engagement Officer is one of 10 finalists for 24 Housing's Young Leader's Award, 2014

BHP was awarded the Two Ticks Symbol (Positive about Disabled People) which recognises BHP as an organisation which supports the five commitments to encourage applications from disabled people within the recruitment process

BHP launch £150m contract with Wates Living Space, July 2014

BHP's Anti-Social Behaviour (ASB) Team conducted gang workshops with local primary schools to tackle the very real and growing problem of gangs in Brent

BHP to issue food bank referrals, July 2014



BHP LAUNCH CONTRACT WITH WATES LIVING SPACE

Brent Housing Partnership (BHP) has appointed Wates Living Space as its Asset Management partner for up to ten years. This is a £15m per annum repairs and maintenance contract, which was officially launched on Wednesday 23 July at Brent Civic Centre, 3pm to 5pm.

The affordable housing contractor was appointed after a robust tendering exercise, which involved residents throughout the whole process. Wates' appointment will provide the opportunity for:

- 450 jobs in Brent
- 100 apprentices
- 60 employment placements for unemployed local people
- Engagement with Brent schools such as delivering anti-bullying programmes

This contract will provide savings of £1m a year and investment of an additional £1m a year into the local community, which will deliver an extra £20m benefit for Brent over the 10 year period.

As part of the partnership launch, BHP and Wates, with the support of Wates Giving, commissioned a community film called 'Perceptions' which was filmed on St. Raphael's Estate and had its UK Premiere at the launch event. The film was directed and written by local resident, Samuel Benta who also directed the award winning series 'All About the McKenzies' which is currently showing on London Live TV.



WE
LEARN
AND WE
INNOVATE



COMMUNITY ENGAGEMENT AND SCRUTINY

HOW YOU CAN GET INVOLVED

We have a wide range of opportunities for residents to get involved in the work that we do. The table below describes the various ways that residents currently get involved. We are always looking for more residents to get involved therefore, if you are interested please contact the Community Leadership Team on 0208 937 2579 or email resident.involvement@bhphousing.co.uk

We also have information about how you can get involved on our website under the 'Get Involved' section. Go to www.bhphousing.co.uk for more information.

RESIDENT INVOLVEMENT ACTIVITY	WHAT THEY DO	DECISION MAKING, INFLUENCING OR SCRUTINY
TALKBACK FORUMS	The Talkback forums have proved to be hugely successful over the past year. Talkback forums engage a wider group of residents from across the borough in discussion and debate on topical housing issues such as the Future of BHP, asset management and welfare reform changes. Dates for future Talkbacks are advertised in Partnership News and on our website www.bhphousing.co.uk .	INFLUENCING
BOARD SCRUTINY PANEL	This panel was formed in 2007. All non confidential Board reports are sent to this panel before each board meeting. The panel makes comments on the reports and their comments are fed back to the Board ensuring the Board take their views into account before reaching a decision. During 2013-2014 we will be reviewing the role of Resident Scrutiny and intend to widen their remit and encourage more residents to join this group.	SCRUTINY AND INFLUENCING
RESIDENT INSPECTORS AND PEER REVIEWS	We have residents who have received accredited training to become a qualified resident inspector and they undertake estate inspections in neighbouring boroughs. This also takes place on our housing estates with trained residents from other boroughs. This assists with comparing and raising estate standards.	SCRUTINY AND INFLUENCING
FOCUS GROUPS	Focus groups meet to consider, debate and examine services for residents.	SCRUTINY AND INFLUENCING
PARTNERSHIP NEWS EDITORIAL BOARD	Residents take part in the production of BHP's quarterly residents' magazine 'Partnership News', and decide on the content of articles.	DECISION MAKING
RESIDENTS READERS PANEL	The purpose of the panel is to present residents with any proposed documents, leaflets or brochures that are due to be published by BHP, in order to ask for their feedback before the publication goes to print. The feedback received is used to improve the publication and enables BHP to produce documents which are user friendly.	INFLUENCING

PROCUREMENT	Representatives of residents' associations are invited to participate in panels to evaluate tender submissions for contracts providing services to their homes and estates.	SCRUTINY
RESIDENT ASSOCIATIONS	These are set up to meet the needs of the community and have a clear purpose to tackle issues and problems collectively rather than individually.	SCRUTINY AND INFLUENCING
COMMUNITY GROUPS	These are less formal than residents associations and where a group of residents can come together with officers to discuss neighborhood issues in a relaxed setting.	INFLUENCING
BLOCK & STREET CHAMPIONS	The role of the block/street champion is to tell BHP about any issues with cleaning, grounds maintenance abandoned vehicles, bulk refuse and communal repairs. They act as a representative for the block or street.	SCRUTINY AND INFLUENCING
CONTRACTOR SELECTION PANELS	Representatives of residents' associations are invited to participate in panels to evaluate tender submissions for contracts providing services to their homes and estates.	DECISION MAKING
DISABILITY FORUM	BHP hold regular forums with disabled residents. Forum members are encouraged to talk about any difficulties they may have accessing BHP services so that BHP management can address problem areas and resident members of this forum are encouraged to join other BHP groups.	SCRUTINY AND INFLUENCING
RESIDENT ROADSHOWS	These take place across the borough to connect with residents in their neighbourhoods. The events are made up of information stands, music, food and fun activities for all ages. The purpose of these is for staff, board members, managers and BHP contractors to engage with residents in areas where they live and feel comfortable to come out and talk to officers from all frontline services.	SCRUTINY AND INFLUENCING
COMMUNITY FUND PANEL	BHP has allocated an annual sum of £26,000 for community projects providing facilities or activities which promote good community relations. Sponsoring projects also gives BHP a point of contact with residents who may not be interested in conventional participation activity and this will allow a better understanding of how local issues and problems can be tackled. Projects are decided by a panel made of resident board members.	DECISION MAKING
COMMUNITY GARDENING PROJECTS	We actively encourage residents to set up gardening projects where there is adequate green space on estates. We will work with groups to promote and seek funding for these projects. We also work very closely with our Repairs and Maintenance contractor, Wates Living Space who provide time and resources to each project.	INFLUENCING

In the following year our activities have included the following (April 13 –March 2014)

- International Day for people with disabilities with over 200 residents attending
- 4 Talkbacks with over 200 residents attending
- Winter Jamboree with 55 residents attending
- Leaseholders forum – how many?
- 4 Disability Forums
- CAM consultation on possible redevelopment
- Tender evaluation panels for Planned Works, Repairs and New Build Development Contract which included contractor visits, interview and evaluation panels
- Welfare benefit and advice surgeries - over 50 held in on the estate
- Bernard Shaw House Annual General meeting
- Cavendish Close Annual General meeting
- Craik Court Annual General meeting
- Investors in Diversity and Leaders in Diversity Champion Group meetings
- Leaders in Diversity Tenants Focus Group
- Youth Event “What up” at CAM estate
- Youth Event “What up” at Fiveways
- Youth Event “What up” St Raphaels estate
- Annual Christmas celebration with resident representatives
- Annual residents trip to Brighton with over 200 residents attending
- Resident consultation ‘Shape our future’
- Tokynton week of action in partnership with Brent Council and safer neighbourhood team
- 20 Estate walkabouts were carried out
- Annual leaseholder repairs forum
- 3 leaseholder forums took place
- Working group
- 3 Community Fund panel meetings
- 2 resident meetings at Clement Close redevelopment and relocation of portacabin
- Youth action day at St Raphaels
- Resident interview Public Realm bidders
- Social enterprise workshop with board members
- Scoping Workshop for Asset Management contracts
- Eid resident celebration
- Neighbourhood Champions Award
- Youth forum Christmas dinner
- New community group meeting for Harlesden Road & Longstone Avenue

WE DO
GOOD BUSINESS
AND WORK TO
HIGH ETHICAL
STANDARDS



- Games night at Landau House with residents
- Contractor monitoring meetings
- Windmill Court Intergeneration Games Nights
- Hearts and Minds workshop with residents
- Bernard Shaw House committee meeting
- Fiveways general meeting
- Alexandra Court annual general meeting
- Lodge & Manor Court annual general meeting
- Mutual exchange event with over 200 residents in attendance



COMPLAINTS PERFORMANCE

2013/14	No. Received	Average no. of days to respond	No. Fully upheld	No. Partly upheld	No. declined* or not upheld
48 hour resolution	87	9 hrs	N/A	N/A	N/A
Stage 1	422	18	109	178	155
Stage 2	52	25	6	12	30

REASONS FOR COMPLAINTS

Reason	2011/12	2012/13	2013/14
Delay/ failure to provide service	22.5%	39.6%	31.5%
Failure to act on service request	33.0%	14.8%	18.1%
Failure to communicate with customer	7.5%	8.3%	9.6%
Incorrect/ ineffective action taken by BHP	13.5%	14.8%	16.9%
Staff performance (BHP and contractors)	6.2%	11.8%	14.8%
Other*	17.3%	10.7%	9.1%
Totals	100%	100%	100%

* Compensation requests, ASB complaints, not categorised.

CUSTOMER RESPONSE TEAM

The complaints process as explained in the 2012/13 report has not changed and this is still progressing well. There have been a few challenges due to staffing changes as some complaints that had been previously assigned to staff who have now left had not been reassigned, there was also some training issues which have now been resolved. In November we will be moving on to iCasework for recording and managing complaints and this system has a very intuitive reporting suite which will help to manage the process more robustly.

PERFORMANCE

		2012/13 actual	April to March 2014 (Annual)	BHP target 13/14	
Value for Money	We aim to collect 98% of all net rent and arrears	97.9%	98.3%	98%	😊
Value for Money	Percentage rent loss through void properties	1.3%	0.8%	No target	
Home	We aim to complete 95% of repairs on the first visit	97%	97%	95%	😊
Home	We aim for 96% of customers to be satisfied with the quality of repairs work	98%	98.6%	96%	😊
Neighbourhood and Community	We aim for 96% of all residents to be satisfied with the standard of internal cleaning	94%	86%	96%	😞
Neighbourhood and Community	We aim for 91% of all residents to be satisfied with the standard of external cleaning	90%	88%	91%	😐
Tenancy	We aim to let empty homes within 26 days	28	24	26	😊
Tenant Involvement and Empowerment	We aim to respond to 93% of stage 1 local resolution enquiries within 20 days	91%	85%	93%	😞
Tenant Involvement and Empowerment	We aim to have less than 3% of stage one complaints escalated to stage two	New for 2013-14	5%	3%	😞

YOUR PRIORITIES AND OUR PLANS

REPAIRS AND MAINTENANCE

Fire safety works: medium and low-rise blocks	Works to medium and low rise blocks are in progress and programmed to complete in 2015.
Install heat detection in converted properties	Scoping out of options has commenced, and work is programmed for 2015-16.
Fire risk assessments and dry riser inspections	Reviews of fire risk assessments and dry riser inspections have been programmed to take place and the progress is regularly monitored.
Lift replacement programme	This has been prioritised in the asset programme, and framework consultants have been appointed.
Windmill Court Lift replacement:	Work is on site with lifts programmed to be complete in March 2015.
Alexandra Court cold water main replacement	Work is on site and 25% complete, with completion due Jan 2015.
Commence individual boiler replacement programme	Replacement programme has been drawn up for possible inclusion in the Asset programme.

YOUR TENANCY

All new tenants will receive a visit from their Housing Officer within the first six weeks of commencing their tenancy and any support requirements will be referred to the relevant support agencies.

We are developing proposals for training tenants on budgeting skills.

We are completing research into making prospective tenants more aware of their tenancy requirements before they sign a tenancy agreement. Housing Officers will be carrying out tenancy sign ups and will be able to better inform new residents of their tenancy obligations, as well as being able to provide welfare advice and support. All new tenancies are let on for an Introductory period of 12 months and tenants will receive at least 4 visits from their Housing Officer during that period, to ensure that they can sustain their tenancy.

We are continuing to work with residents who want to down size to smaller accommodation and a total of 65 Mutual Exchanges were completed 2013-2014.

RENTAL INCOME AND VALUE FOR MONEY

The money tenants pay in rent is used for the services that we provide including:

- Repairs
- Major works
- Cleaning and grounds maintenance



There is no longer any subsidy from central government and therefore we rely solely on the rent we collect to provide these services. Unless we continue to achieve a high level of rent collection we will be unable to continue to provide the services that all council tenants have been accustomed to receiving.

UNIVERSAL CREDIT

Universal Credit is due to go live in Brent in 2016, however, an exact date has not yet been determined. Initially it will only include single people with no housing costs, therefore Brent Council tenants will not be immediately affected, however the transition for all claimants should be completed in 2017.

The project group set up to help council tenants prepare for universal credit, has progressed the following:

- Systems have been updated to facilitate progressing daily direct debits
- Since the introduction of the Customer Response Team repair calls are passed to income managers prior to logging repair
- To help educate tenants about universal credit and training on budgeting skills, a survey has been devised which will go out with the October 2014 edition of Partnership News, and action will be taken once analysis has been completed

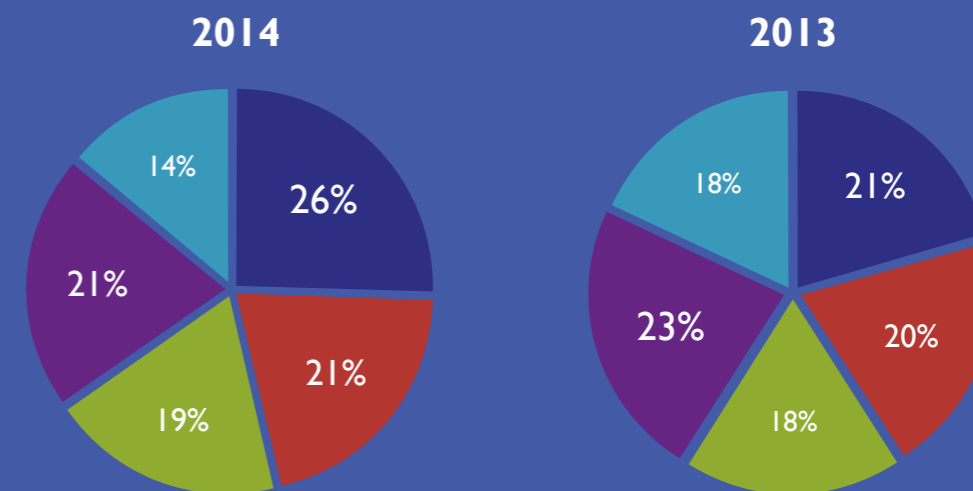
WELFARE REFORM TEAM

In 2013 and 2014 the Welfare Reform Team contacted all those affected by the bedroom tax and offered assistance with downsizing. In conjunction with 12 other housing providers the Welfare Reform Team also hosted 2 mutual exchange events, one in South Kilburn in March 2014 and the other in Wembley in July 2014. This was done to encourage under-occupiers/over and crowded households to move into appropriate sized accommodation. It is likely that more events like this will be planned in the future. The Welfare Reform Team will also:

- Continue to contact tenants to explain about changes in benefits for those who are under occupying their properties
- The team will place articles in 'Partnership News' about welfare reform, and will devote special editions of our quarterly magazine to explain these new and very important changes
- Continue to stress the importance of paying rent on time and the consequences of going into arrears. A survey has been devised to be sent out with Partnership News, and action will be taken once analysis has been completed

WHERE WE SPENT YOUR RENT

	2014%	2014	2013%	2013
Corporate Costs	26%	2,975,804	21%	2,477,684
Housing Management	21%	2,396,223	20%	2,379,302
Repairs & Maintenance	19%	2,150,532	18%	2,080,784
Voids	21%	2,371,516	23%	2,756,720
New Homes	14%	1,554,298	18%	2,127,230
	100%	11,448,372	100%	11,821,720





Brent Housing Partnership

Brent Civic Centre, Engineers Way, Wembley, HA9 0FJ

020 8937 2244 www.bhphousing.co.uk

Follow us on [twitter](#) @bhp_housing and

[facebook](#) www.facebook.com/brenthousingpartnershipbhp