



## Community and Wellbeing Scrutiny Committee

**Wednesday 22 November 2023 at 6.00 pm**

Conference Hall - Brent Civic Centre, Engineers Way,  
Wembley, HA9 0FJ

This will be held as an in person physical meeting with all Committee members required to attend in person.

The meeting will be open for the press and public to attend. Alternatively, the link to follow the webcast live will be available [HERE](#).

### Membership:

#### Members

Councillors:

Ketan Sheth (Chair)  
Collymore (Vice-Chair)  
Afzal  
Begum  
Ethapemi  
Fraser  
Molloy  
Rajan-Seelan  
Smith  
Matin  
Mistry

#### Substitute Members

Councillors:

Aden, Moghaddam, Akram, S Butt, Conneely, Long,  
Miller, Mitchell and Shah

Councillors:

Kansagra and Maurice

Councillors:

Georgiou and Lorber

#### Co-opted Members

Alloysius Frederick, Roman Catholic Diocese Schools  
Sayed Jaffar Milani, Muslim Faith Schools  
Rachelle Goldberg, Jewish Faith Schools  
Vacant, Church of England Faith Schools  
Jane Noy, Parent Governor Representative  
Vacant, Parent Governor Representative

#### Observers

Brent Youth Parliament, Observer  
Jenny Cooper, NEU and Special School observer

John Roche, NEU and Secondary School Observer  
Vacant, NEU Primary School Observer

**For further information contact:** Hannah O'Brien, Senior Governance Officer  
hannah.o'brien@brent.gov.uk / Tel: 07880 068584

For electronic copies of minutes, reports and agendas, and to be alerted when the minutes of this meeting have been published visit: **[www.brent.gov.uk/democracy](http://www.brent.gov.uk/democracy)**

### **Notes for Members - Declarations of Interest:**

If a Member is aware they have a Disclosable Pecuniary Interest\* in an item of business, they must declare its existence and nature at the start of the meeting or when it becomes apparent and must leave the room without participating in discussion of the item.

If a Member is aware they have a Personal Interest\*\* in an item of business, they must declare its existence and nature at the start of the meeting or when it becomes apparent.

If the Personal Interest is also significant enough to affect your judgement of a public interest and either it affects a financial position or relates to a regulatory matter then after disclosing the interest to the meeting the Member must leave the room without participating in discussion of the item, except that they may first make representations, answer questions or give evidence relating to the matter, provided that the public are allowed to attend the meeting for those purposes.

### **\*Disclosable Pecuniary Interests:**

- (a) **Employment, etc.** - Any employment, office, trade, profession or vocation carried on for profit gain.
- (b) **Sponsorship** - Any payment or other financial benefit in respect of expenses in carrying out duties as a member, or of election; including from a trade union.
- (c) **Contracts** - Any current contract for goods, services or works, between the Councillors or their partner (or a body in which one has a beneficial interest) and the council.
- (d) **Land** - Any beneficial interest in land which is within the council's area.
- (e) **Licences**- Any licence to occupy land in the council's area for a month or longer.
- (f) **Corporate tenancies** - Any tenancy between the council and a body in which the Councillor or their partner have a beneficial interest.
- (g) **Securities** - Any beneficial interest in securities of a body which has a place of business or land in the council's area, if the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body or of any one class of its issued share capital.

### **\*\*Personal Interests:**

The business relates to or affects:

- (a) Anybody of which you are a member or in a position of general control or management, and:
  - To which you are appointed by the council;
  - which exercises functions of a public nature;
  - which is directed is to charitable purposes;
  - whose principal purposes include the influence of public opinion or policy (including a political party or trade union).

- (b) The interests a of a person from whom you have received gifts or hospitality of at least £50 as a member in the municipal year;

or

A decision in relation to that business might reasonably be regarded as affecting the well-being or financial position of:

- You yourself;
- a member of your family or your friend or any person with whom you have a close association or any person or body who is the subject of a registrable personal interest

# Agenda

Introductions, if appropriate.

Item	Page
<b>1 Apologies for absence and clarification of alternate members</b>	
<b>2 Declarations of interests</b>	
Members are invited to declare at this stage of the meeting, the nature and existence of any relevant disclosable pecuniary or personal interests in the items on this agenda and to specify the item(s) to which they relate.	
<b>3 Deputations (if any)</b>	
To hear any deputations received from members of the public in accordance with Standing Order 67.	
<b>4 Minutes of the previous meeting</b>	1 - 12
To approve the minutes of the previous meeting as a correct record.	
<b>5 Matters arising (if any)</b>	
<b>6 Brent Housing Management Update</b>	13 - 38
To receive an update on Brent Housing Management performance, including readiness for new tenancy satisfaction measures and priority workstreams.	
<b>7 New Single Homeless Prevention Service</b>	39 - 60
To receive an update on the performance and outcomes of the Single Homeless Prevention Service (SHPS) since its move to The Turning Point in Harlesden.	
<b>8 New Selective Licensing Scheme</b>	61 - 76
To update the Committee on performance, quality and impact of the Selective Licensing Scheme that commenced on 1 August 2023 for the wards of Dollis Hill, Harlesden & Kensal Green, and Willesden.	

## 9 **Community and Wellbeing Scrutiny Committee Work Programme 2023/24 Update** 77 - 108

The report updates Members on the Committee's Work Programme for 2023/24 and captures scrutiny activity which has taken place outside of its formal meetings.

## 10 **Any other urgent business**

Notice of items to be raised under this heading must be given in writing to the Head of Executive and Member Services or her representative before the meeting in accordance with Standing Order 60.

**Date of the next meeting: Tuesday 30 January 2024**



- Please remember to turn your mobile phone to silent during the meeting.
- The meeting room is accessible by lift and seats will be provided for members of the public on a first come first serve basis. Alternatively, members of the public can view proceedings via the live webcast [HERE](#).

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Brent

## MINUTES OF THE COMMUNITY AND WELLBEING SCRUTINY COMMITTEE

Thursday 21 September 2023 at 6.00 pm

Held as a hybrid meeting in the Members' Suite – Brent Civic Centre

PRESENT: Councillor Ketan Sheth (Chair), Councillor Collymore (Vice-Chair) and Councillors Afzal, Begum, Lorber, Molloy, Mistry, and Smith, and co-opted member Mr Alloysius Frederick

Also Present: Councillor Gwen Grahl

The Chair introduced the meeting by welcoming Chatan Popat, who had been appointed as the Strategy Lead – Scrutiny, supporting the Community and Wellbeing Scrutiny Committee.

### 1. **Apologies for absence and clarification of alternate members**

- Councillor Matin, substituted by Councillor Collymore
- Co-opted member Ms Rachelle Goldberg

### 2. **Declarations of interests**

Personal interests were declared as follows:

- Councillor Sheth – full list of declarations available [HERE](#)
- Councillor Collymore – lay member of several NWL ICP Boards

### 3. **Deputations (if any)**

There were no deputations received.

### 4. **Minutes of the previous meeting**

RESOLVED:- The minutes of the meeting on 5 July 2023 were approved as an accurate record of the meeting.

### 5. **Matters arising (if any)**

There were no matters arising.

### 6. **Outcome of 2023 Ofsted ILACS and Current Children's Social Care Improvement Activity**

Nigel Chapman (Corporate Director Children and Young People, Brent Council) introduced the report, which he explained had two parts. The first part provided an overview of the recent Ofsted ILACS Inspection and its findings, which took place in February 2023, and the second part provided details on where the Children and Young People Department were with workforce challenges, particularly in social care.

In continuing the introduction, Nigel Chapman outlined the general ILACS inspection process. He informed the Committee that the Council would normally expect to be inspected on a three-yearly cycle, but the pandemic had stretched that and Brent's previous inspection had taken place in 2018 where the Council had been judged 'good' overall, with some variability in sub-categories. The department had been very pleased to receive an overall 'good' rating when the new judgement was published in April 2023 following the inspection in February, with 'good' across the board in all sub-categories. This was the first time Brent had been judged 'good' across the Board in all areas. The process for inspection was not standalone but an ongoing cycle, and within a three-year period the Council would expect to receive another inspection, likely in 2026, and midway through that cycle a focused visit. This was a 2-day visit on a chosen topic approximately one year following inspection. This provided reassurance to the Council alongside the scrutiny function. Within the 2023 inspection outcome, there were some areas for improvement that Ofsted expected the Council to action. Palvinder Kudhail (Director of Integration and Improved Outcomes, Brent Council) explained that the Council was expected to produce an action plan to Ofsted within a specified time period based on the 4 recommendations given by Ofsted, which had been done. Alongside that, the Children and Young People (CYP) department had a wider, comprehensive practice improvement plan which picked up other areas that had been highlighted during the inspection but which had not been included in the Ofsted recommendations, in order for the department to be thorough. One of the main priorities of that was the revised workforce development plan to create stability in the workforce at every level, particularly those hard to recruit to frontline posts.

Councillor Gwen Grahl (Cabinet Member for Children, Young People & Schools) added that the inspection had come at a time of significant change within the CYP department, with Nigel Chapman, Palvinder Kudhail and herself relatively new to the roles. She explained that even though workforce and turnover was a national problem, Brent wanted to be a leader in attracting good quality social workers to Brent on a long-term basis, and she felt that Nigel Chapman and Palvinder Kudhail had showed good leadership on that across London.

In relation to the second part of the paper, Nigel Chapman highlighted that workforce was the biggest risk area to the department regarding social work activity, and workforce was one of the highest risk factors across the board within the Council, not just CYP. Workforce and turnover of social workers had been a factor in the Council's looked after children (LAC) work being judged as 'good' as opposed to retaining its 'outstanding' judgement from 2018. He highlighted this was a national and regional issue, and the last nationally published data on social workers showed that the number of agency workers had risen by 13% from September 2022. In Brent, the number of agency workers rose by 19%, meaning Brent was above the national average in terms of agency workers, and vacancies were also high at approximately 20%. However, the Council's caseload activity, which was a determining factor in social workers feeling well supported, was manageable and below the London average. The actions being taken to address workforce challenges were outlined in the report, and Nigel Chapman highlighted that, through leading in London on workforce, it was clear to him that the issues were beyond a single local authority's ability to control. Local authorities in London were waiting for central government feedback on further reforms in the workforce. Palvinder Kudhail added that, in Brent, the positive was that there was a stable leadership team in the service and the service had made a good start on filling frontline management posts permanently. The service had been meeting with all agency staff to talk about the benefits of converting to permanent employment, and since April 2023 the service had secured 7 former agency staff who converted to permanent, and there were 3 further agency workers in the pipeline to become permanent. This was good news as for every post there was a cost avoidance of £20k per annum, and it created stability in the workforce so that children and young people had less changes of social worker.



The Chair thanked officers for their introduction and invited comments and questions from the Committee, with the following issues raised:

The Committee was pleased that the Council had retained its overall 'good' rating following the Ofsted ILACS inspection, however, they noted that there was one particular area that had been judged as 'outstanding' in the previous 2018 inspection - the experience of looked after children. They asked why the judgement had changed and what further work was being done to ensure that did not slip further and could get back to 'outstanding'. Nigel Chapman informed the Committee that one of the main factors in not being 'outstanding' in that area following the recent inspection was due to turnover of social workers in the service. Some looked after children (LAC) Teams had a number of changes of social worker which reflected in some of the case files inspectors looked at. This had an impact on continuity of support for LAC. Whilst there had been a lot of good work in this area, Ofsted had not been able to see work they considered 'outstanding' because they were not able to see evidence of the mitigations that the service had in place in relation to social work turnover. For example, there was consistent team managers and independent reviewing officers (IROs) which enabled continuity and stability, but the service had not evidenced fully that impact during the inspection. Palvinder Kudhail expanded on the actions the Council was now taking to mitigate the impact and provide evidence for that, explaining that the service was now reporting on the number of changes of social worker for each child and putting in mitigations for every single child where there had been a change. The service knew that every single LAC had a stable IRO, but they were now looking at other practitioners across the whole system to be the 'constant' in that child's life, such as a mentor, if it could not be the social worker, as mitigation. Since the inspection, Nigel Chapman had now asked for the quarterly performance data he received to incorporate the data on the number of social worker changes a child had, so at a granular level the head of service could then ensure that if a child had more than two changes of social worker then there were plans in place to prevent a further change from happening and that the child was moved to a team that was more stable. He felt this made the mitigations more robust as there was now regular data being received and it was possible to evidence that.

Continuing to discuss the rating for the experience of children in care, the Committee asked whether the CYP department felt confident that the 'outstanding' judgement would have been retained if there was enough staff adequately trained in the right place at the right time. Nigel Chapman confirmed that he would feel more confident that the judgement would have been more favourable if the workforce was more stable. The Council still aspired to be 'outstanding' and wanted to get back to that rating.

Aside from workforce pressures, the Committee asked what other factors specific to Brent may have contributed to the drop in judgement for the experience of children in care. Nigel Chapman explained that another area that the Council were working on was around sufficiency of local placements for children in care. Whilst the inspectors accepted that there was a need to place some children further away from Brent, there was always a need to find more local placements through fostering and residential care as close to home as possible. The Committee was reassured that CYP was putting mitigations in place to address the reasons for the slippage in the rating. For example, the Council was building its own Children's Residential home which would enable more of those children to have a placement in the borough, which would also be cheaper for the Council to provide. Other problems identified in the report were ones that could be resolved relatively easily. For example, the inspectors identified issues with care leavers accessing their records which CYP had already taken action on, and clear decisive action had been taken around private fostering placements. The workforce issues were the most significant but also the most difficult to resolve due to the many factors outlined and the trajectory of social work over the past 10 years where wages had remained relatively low, pressure on services had increased, and the roles had become more stressful following a number of public enquiries.

In relation to the second recommendation from Ofsted regarding attendance of children in care at their reviews and the information provided to them, the Committee noted that the Head of Safeguarding and Quality Assurance, Sonya Kalyniak, had met with commissioned providers to discuss the findings, agree improvement actions, and undertake an audit to further understand practice issues. They asked whether there was any early learning from those discussions that could be shared with the Committee. Sonya Kalyniak responded that the feedback from Ofsted was that there was some variability in the quality of information provided to children, such as records provided to children following their reviews. The service wanted to ensure that when a child's care plan was reviewed a letter was written to them in child focused language that explains exactly what happened during the review, what the child's voice was within that, what their dreams and aspirations are, and how they would be supported to achieve them. The audit had found that some of the language that was used at times was not particularly appropriate for children as it was written in a professional manner, whereas other times it was written in a child-friendly way. The service was looking to take the good practice examples of child friendly letters and use them as best practice tools to support IROs to write letters in that way.

The Committee asked whether there was any London-wide initiative or plans to set up an organisation for agency staff that would level the costs of agency workers. Nigel Chapman explained that there were no plans to set up an agency, but there was now a 'London Pledge', as referenced in the report. The Pledge had been running for a year. Every local authority except one in London had signed up to the Pledge which capped the rates Social Workers were paid through an agency. This had a lot of impact, and within a year the Council's spend on agency had reduced and stability had been increased. As such, there was no push for a London-wide agency because it was felt that local authorities were now managing the market more effectively and agencies were listening to local authorities more. Alongside this, Councils were awaiting updates from central government on proposals they were consulting on around managing agencies having an agreed national pay rate and banning the use of 'project teams'. There had been heavy lobbying around this but it was unclear whether the proposals would be implemented.

Palvinder Kudhail added that, as well as the cap on pay rates, the London Pledge also restricted any permanent member of staff employed by anyone in London to get another job in a London authority through an agency, which was helping to restrict movement of social workers. The Council had been focusing on their good agency staff and talking about the benefits of going permanent. Often, the factors for why someone chose to work with the Council were not always about money, but about having good supervision and management support, a good organisational culture, a reasonable workload, and opportunities for progression. The Council had a Progression Panel to enable that as well as training and development opportunities and were using those opportunities as pull factors. The service was also targeting external recruitment more carefully and using all social media outlets to do that. There was a steady stream of social workers coming through the 'grow your own' programme where newly qualified social workers were staying with the Council after they had trained. Finally, the Council had also recruited internationally and a cohort of social workers from India was due to join before the end of the year. The Council had found that international workers tended to stay with the Council longer and they had been set up with an effective package.

The Committee asked what the key factors were that made a social worker decide to continue as agency rather than enter full-time permanent employment. Nigel Chapman highlighted that a recent survey of around 1,000 social workers in London and South East had asked social workers about the attraction of agency. One of the findings was that whilst money was a factor it was not the top factor. Often, it was about the flexibility to fit social work in with their life to maintain a work-life balance. The opportunity for progression was

another factor, as there was a feeling that they could switch between roles and take control of their careers if they were agency.

In relation to whether the inspection had been unannounced, Nigel Chapman confirmed that the local authority did not know when the inspectors were coming. The authority would receive a phone call between 9 – 10am on a Monday morning and the inspection would then follow that week. In relation to inspections of schools specifically, which was not within the scope of the report, Nigel Chapman confirmed that they were also no-notice inspections. The school would know that an inspection was due but not when that would be. The school would usually be called on a Monday for the inspection to start the following day.

The Chair invited representatives from Brent Youth Parliament to contribute to the discussion. They asked what the Council was doing to maintain the mental health of looked after children to lower the risk of suicide and self-harm in young people who were in foster care, particularly those with multiple changes in social worker. Councillor Grahl thanked Brent Youth Parliament for the question, and responded that the support provided to care leavers and children in care on the whole was very good. She felt care leavers and children in care had access to a lot of different services and support workers, and there were a lot of different events and activities they could get involved in, including social events, subsidised access to gyms, and work with charities such as the Kiln Theatre and Barnardos where children explored their own identities. Sonya Kalyniak provided added that the looked after children with mental health issues were children the Council wanted to ensure had a permanent social worker and were not experiencing changes, as, for those children, retelling their story to multiple different professionals could be traumatic. The Council also wanted to ensure that the entire workforce was well aware of the mental health issues children and young people were facing so that they could be supported appropriately and interventions took place where appropriate. Sonya Kalyniak was leading that work with health partners, and there was good work happening in that space but she felt there was variability and that was being addressed through the multi-agency audit being done currently. For example, for children presenting in A&E with mental health difficulties, it was essential to ensure that before they left A&E that joined up work was happening and everyone supporting the child knew the child well and what their plan was for when they had left hospital.

The Committee asked whether there was any collaborative reflective practices in relation to mental health where children and young people were involved in order for CYP to gain feedback from them. Sonya Kalyniak advised the Committee that the department did receive a lot of feedback from children and young people on the services provided and the services the department developed. This was something the department was very passionate about, and Sonya Kalyniak supported the work of Care in Action and Care Leavers in Action, as well as Brent Youth Parliament, in order to hear those voices and ensure they informed services. The department was looking at getting young people involved in the training provided to social workers because children and young people were the experts in their own experience, and a joint project being ran with Brent Care Journeys had already done training designed and delivered by looked after children and care leavers to foster carers. In addition, the Council heard directly from looked after children at the Corporate Parenting Committee which was attended by Care Leavers in Action and Care in Action. In the past, those groups had successfully advocated for support such as an exemption from Council tax for care leavers. Councillor Grahl highlighted it could be difficult to encourage young people to participate in something like that as not everyone wanted to be involved in politics when they were growing up, particularly if they were facing other pressures in their life, but there was a group of very active young people attending those forums.

In relation to the action plan arising from the Ofsted recommendations, the Committee asked how that would be monitored going forward, including the timeline for completing those actions. Nigel Chapman explained that the action plan was the department's, in response to the Ofsted Inspection recommendations. The Council had submitted the action plan within the required 60 days and it had been accepted. Nigel Chapman had chaired meetings internally, which had involved presenting officers, to confirm the action plan, refine it and submit it well within the time. He would review, on a monthly basis, the progress against the actions. The plan was a 6-month time limited piece of work which would be closed off by the end of October 2023 and the department would report back into Ofsted when they returned in November 2023 for the annual engagement meeting. He felt personally reassured that the department was on track against 3 of the 4 recommendations. The final area, which related to consistency of management supervision and recording, was a constant action which was never 'ticked off' and completed, but there was evidence it was being strengthened.

Noting the current challenges for the department, the Committee asked what the main concerns for the future were as the department looked forward. Nigel Chapman felt that cost of living pressures were a big factor within Brent and the impact that was having on families through poverty would mean an increase in families being referred to the Brent Family Front Door for support for issues connected to poverty. If the cost of living pressures remained unaddressed then the department was likely to see a rise in that demand, which would put pressure within the system to be able to provide a good quality service. At the moment, he felt that the service was managing, but if the situation continued to worsen it would put the front door under strain. The Committee felt it was positive that the issue of cost of living was front and centre across all partners as a risk factor. They asked for reassurance that a joined up approach with partners was being taken in response to cost of living pressures and poverty. Nigel Chapman reassured the Committee that CYP was working closely with Adult Social Care around transitional safeguarding. This focused on those young people aged 18-25 years old who did not have a disability and were not a care leaver and to ensure more effective join up of services around mental health, housing, support and employment across the piece. This was a longstanding partnership piece of work. Alongside this, there was work in Family Wellbeing Centres and Brent Hubs joining services up. For example, if a family attending a Family Wellbeing Centre and had an issue around welfare benefits then they would receive signposting to relevant services based on a neighbourhood approach.

The Chair thanked those present for their contributions and drew the item to a close. A number of information requests were raised during the discussion, recorded as follows:

- i) For the Community and Wellbeing Scrutiny Committee to receive the latest data and historic data on the Brent CAMHS waiting list, including comparison with other local areas.
- ii) For the Community and Wellbeing Scrutiny Committee to receive an update within the next 6 months on the response, improvements and outcomes made in relation to the Ofsted ILACS Inspection recommendations.

## **7. SEND Strategy Implementation and Readiness for a Joint Ofsted / CQC Inspection**

Councillor Gwen Grahl (Cabinet Member for Children, Young People & Schools) introduced the report which updated the Committee on the SEND Strategy, which was an important obligation of the local authority. The report highlighted several positives including; the additional 427 placements that had been introduced across the borough in both mainstream schools and the brand-new school being built; that the 22/23 had not added to

the existing deficit in the High Needs Block from which SEND support was funded and; the waiting times for accessing an Education, Health and Care Plan (EHCP) had improved significantly. The Council had invested in the provision of post-16 skills and was building 2 centres for that in Welsh Harp and Airco Close. She highlighted that there was further work to do in this area given the huge increase in demand recently.

Nigel Chapman (Corporate Director Children and Young People, Brent Council) added that there were now over 3,000 children in Brent with an EHCP, compared to this time last year where there was just under 3,000. The continued growth was a national position, but it was putting strain on the system. He highlighted the positive that there were now more children being educated within mainstream schools, but there remained pressure for the Council to build special school places and the Council were making progress there.

In relation to readiness for a Joint Ofsted / CQC Inspection, the Children and Young People (CYP) department had been working closely with colleagues in health to ensure it was as ready as possible. The new inspection framework had been introduced in January 2023 and only a handful of inspections had taken place so far, with feedback from those areas showing that it was a much more granular inspection process than the previous version and looked more in depth at the experience of children and young people. Those that had completed an inspection had fed back that it was a tough process. There were 3 possible narrative judgements from the inspection; that the experience and outcomes of children and young people was generally consistently good; that the experience and outcomes for children and young people were inconsistent or; that the experience and outcomes for children and young people were generally poor. The local authority and health colleagues were being realistic about their position and believed that most children and young people generally did receive positive outcomes, however there were areas that needed focus and improvements such as waiting times for services. The importance of evidencing that action was being taken was highlighted.

Jonathan Turner (Borough Lead Director – Brent, ICP) had been working with CYP in preparation for the inspection in order to know where there were issues. He agreed that outcomes were generally good but that there were areas where plans to improve the experience of children and young people were needed, for example around waiting times for ASD and ADHD assessments. The Brent Integrated Care Partnership (ICP) would be bidding to NWL Integrated Care Board (ICB) to level up some of Brent's services, but that would not be resolved by the time of the inspection so those plans also needed to be evidenced during the inspection. Another area needing focus was the Special School Nursing Service provided by Central London Community Healthcare NHS Trust (CLCH) as demand for that service would increase when special school places increased. The ICP was looking at producing a business case to invest more into those services, but in the short term the ICP had released some Section 256 funding to support CLCH to recruit on an interim basis. The ICP had also put forward a business case for Children's Continence Services but this had been rejected as it only affected one borough. In response, the ICP was now working with other boroughs to resubmit that business case on a NWL basis.

The Chair thanked colleagues for their introduction and invited comments and questions from those present, with the following issues raised:

The Committee asked about the deficits projected in table 2 of the report. Olufunke Adediran (Head of Finance – Children and Young People, Brent Council) explained that, over the years, there had been a deficit built up within the High Needs Block due to the rising number of children with EHCPs. The DfE required councils to model what that demand would look like going forward, so there was a need to make assumptions around growth based on trends from previous years in the budget. There was a current deficit of approximately £13.8m, and the table showed what that deficit would look like if no action

was taken or what it would look like taking into account all of the mitigating actions taking place such as managing demand, improving sufficiency of places and improving financial management. She highlighted that the funding received from DfE was essential to bring down the historic position of the deficit. Last financial year was the first year in many years that the High Needs Block had almost broke even, but when the Council went into year 2024-25 there remained a challenge and risk to the local authority due to cost increases. Nigel Chapman added that, at the moment, a 'statutory override' allowed councils to carry forward a deficit in the Dedicated Schools Grant but this was only in place until 2026. After that, it was not clear what would happen so there was a risk to the general fund that all councils may have to cover their Dedicated Schools Grant deficit once the statutory override ended, unless that deficit was written off or the override was continued.

In response to what was being done to mitigate the pressures in the funding, Sharon Buckby (Head of Inclusion and Brent Virtual School) highlighted that the Council had increased the number of school places for pupils with SEND. The number of specialist places had been increased in Brent following councillors agreeing to invest £44m in specialist provision within the borough. This meant the Council did not need to place children into expensive out of borough or independent provision, where costs had increased on average by 9-10% and in some cases 15% for in-year provision. Building and delivering specialist provision within the borough was also the most effective way to ensure children's outcomes could be improved, which was CYP's primary focus. Investment had also been made into developing the skills and capacity of schools, particularly the development of Additional Resourced Provision within mainstream schools and the training alongside that. Another area of focus was thinking about how children's needs could be met earlier, and the Council had recently started a new programme called 'Intervention First' which looked to meet the needs of children earlier in terms of chronological age and target specialist intervention.

The Committee asked whether the rising SEND costs had been a significant factor in any of the recent Section 114 notices in other Council's. Olufunke Adediran explained that Section 114s had been a result of several issues. The Dedicated Schools Grant was a ring-fenced pot of funding, with a national deficit of around £1billion. Those Councils who had issued Section 114 notices had not done so as a result of the DSG necessarily, but due to issues in the general fund and debt.

The report showed that the proportion of students with an EHCP placed in mainstream schools had increased, and that some mainstream schools had concerns as to how much they could support those students. The Committee asked what support, such as training, was available to tackle those concerns. Nigel Chapman highlighted that schools wanted to be inclusive and take children where possible. There was anxiety amongst headteachers as to whether their school had the right skills and capacity within the school to meet the needs of a particular child in relation to ensuring teachers were delivering effective lessons for individual children whilst also meeting the needs of everybody in that class. To provide support to schools, Brent had an Outreach Autism Team which was a team of specialist teachers who went into schools to develop the skillset of teachers to support children to thrive educationally. The Specialist SEN Advisory Team also went into schools to work with SENCOs and review provision maps and support training programmes. In addition, the Inclusion Support Team worked with children who had particular challenges around emotional regulation, and the Anna Freud provision through WEST assisted with cognitive behavioural issues. Sharon Buckby highlighted that schools were well resourced in relation to their EHCPs and Brent resourced higher than other local authorities.

The Committee asked whether young people aged 16-25 with SEND were being picked up late in relation to their need or whether they were new to the borough. Sharon Buckby explained that the reason there was a growing proportion of 16-25 year olds with SEND was because the regulations changed in 2015 to extend support for those with a SEND

statement up until the age of 25. Before 2015 that support was only provided up until 16. She highlighted that the biggest growth area was actually in the cohort of under 7 year olds, where there had been significant growth with 62% of children with an EHCP being in that cohort. The Council had received £1m from the DfE and invested £1m from its own SEND support programme within the High Needs Block to support those needs.

The Committee recalled that the Council was making provision within the borough and asked whether this would minimise out of borough placements substantially. Sharon Buckby confirmed that the 427 additional placements would be significant in terms of its impact. With the growth in placements, Additional Resourced Provision, and support and development of specialist teaching staff, more children would stay within the borough as their parents would be confident their child was getting the educational support they required. Already, the Council had slowed the number of children going to independent provision because they had been given mainstream placements, and some young people had returned from independent provision back into mainstream schools, demonstrating the effectiveness of the Additional Resourced Provision.

The Committee were pleased to hear about the positive work being done with the Harlesden cluster of schools and asked how that would be broadened to ensure good practice across the borough. Shirley Parks (Director of Education, Partnerships and Strategy, Brent Council) highlighted that there were 5 school clusters in Brent which had been developed during Covid by headteachers as support networks. The Harlesden cluster were working with the Council on the Delivering Better Value (DBV) Programme because they were the most cohesive in the way they worked together and also because, as a cluster, the children in those schools had particularly high needs. The alignment work being done with Brent Health Matters, Family Wellbeing Centres and the Intervention First Teaching Programme would make a real difference in the way localities worked together to support children. The intention was to learn and grow from that and develop cluster by cluster, targeting the next group of schools with additional needs through the next 2 academic years. The Council were now developing a more formalised relationship with other school clusters in order to work with them to develop local programmes. In the forefront needed to be the knowledge that every locality may have different needs that they needed to serve and that was important to recognise in the way that the council worked with those clusters. Jen Haskew (Head of Setting and School Effectiveness, Brent Council) was now having regular meetings with cluster leads so there was a mechanism to cascade good practice.

The Committee asked what Harlesden cluster had been doing that was working particularly well. They heard that both primary and secondary schools were coming together regularly to meet and recognise the key issues for the communities and parents in their areas and how those needs could be met. With the funding the Council had rolled out to clusters, the Harlesden cluster had developed a curriculum called 'my world' which was about adjusting the curriculum to relate to the experiences of the pupils in their school. The cluster also had a good practice model of how schools could work well together across phases with a common language in the curriculum.

The Committee asked what the reasons a child might not have a school place were. Shirley Parks explained that for mainstream primary schools there were lots a spare places with 20% spare across the borough, meaning there was no problem allocating an offer of a mainstream primary school place, and this was also true for secondary schools. The issue was around parental preference and choice, where parents could make a preference but it may not always be possible for that choice to be met. Placements were made in line with the admissions code, and whilst there were a lot of parents who preferred particularly popular schools, there were a limited number of places in those schools and therefore admissions policies ensured that spaces in those schools were fairly allocated. This meant

that sometimes admissions could not meet the parents' aspirations of the place they wanted their child but they would be offered another place.

The Committee asked for more information about 'Project Search', which was an internship programme within Brent Council. Nigel Chapman highlighted that the interns undertaking this programme were very integrated into the Council's work and it had been a true success story as a whole council approach, but it was felt that more could be done in that space. Part of the work being done around post-16 provision was to provide more opportunities for young people and their families to feel that having a disability was not a barrier to having a full life, being able to have a job, being able to live independently and support themselves. Sharon Buckby added that further post-16 provision work included working with Brent Works and working alongside employers across Wembley to develop the disability confident standards and increase the number of employers who were supporting young people to not only have real life work experience but also progress on to paid employment. The Council was also looking at providing a horticultural facility, a digital media centre and a cultural development skills resource centre to expand opportunities further, working alongside the national development programme for improving SEND provision to expand the internship.

The Committee asked how the challenges around waiting times were being addressed. Jonathan Turner advised the Committee that there were specific areas that proved more challenging than others with regard to waiting times, particularly ASD and ADHD assessment waiting times. This was a national issue but was acute in Brent. Tom Shakespeare, the Managing Director for the ICP, had set up a workstream focused on this with Central and North West London NHS Foundation Trust (CNWL) and GPs, with various stakeholders inputting into that workstream. The ICP was looking to bid against a £3m funding pot in NWL ICB to bring additional support either into that service or into third sector providers that could provide support to CNWL for that service. The ICP would be advocating for as much resource as possible within that pot to reduce those waiting times. It was not clear whether this would be successful but the ICB sounded positive about it at the moment and had a willingness to work with Brent ICP and recognise that Brent's mental health services, particularly for children and young people, did need to be levelled up.

Shirley Parks added further information in relation to mental health and wellbeing. There were around 300 children waiting for CAMHS treatment currently, but assessment timeliness had greatly improved. This was still a focus for the mental health and wellbeing subgroup within the ICP Executive, bringing partners together to look at leveraging more funding, monitoring and tracking current performance, and looking at a range of other initiatives to support young people. The subgroup met monthly and reviewed data across all issues involving SEND, including CAMHS data. Partners were working across the system to ensure young people were 'waiting well', so if a child was waiting for treatment they had access to support from other parts of the system while they waited, such as through the voluntary sector or WEST. Another piece of work within Brent was Thrive, a model that looked to increase early intervention and prevention services so that young people did not get to the point of needing specialist CAMHS in the first place. Partners were focusing on shifting the system to that approach to take the pressure off specialist CAMHS and move support earlier in that young person's life to avoid them reaching a crisis point. A working group chaired by the Director of Public Health had been established around Thrive, developing services that supported young people's needs.

The Committee highlighted the focus Pan London on joining up SEND in relation to health inequalities, and asked what activity had been done in Brent to join up that work with health partners. Jonathan Turner highlighted that the local NHS partnership and CYP were connected up regarding their understanding of the health inequalities experienced in Brent. Brent Health Matters (BHM) were looking at a range of different issues through the health inequalities lens, which had begun with looking at covid, diabetes, and more physical



health areas and had now evolved and expanded into the area of children's health, including neurodiversity. BHM had been successful in a business case application for funding from NWL ICB to focus on health inequalities for children and young people, and a steering group would lead that piece of work, made up of Shirley Parks, BHM, CNWL, and the CAMHS provider. There were various workstreams within that, such as childhood immunisations and mental health and wellbeing. There was also funding to recruit a number of different professionals, such as Speech and Language Therapists, and the opportunity to recruit to several positions focused solely on health inequalities.

The Committee asked how much the activity on health inequalities paid attention to communities in the most deprived areas, highlighting that this would rely on how much was known about communities and how much information could be accessed. Nigel Chapman highlighted that it was recognised Harlesden had higher numbers of children with identified SEND and was also an area with higher levels of deprivation, so it was expected that the work of BHM would help to understand what was driving that inequality and help target services in that area. There was a higher proportion of children from certain backgrounds who were getting an EHCP at a later stage, so it was also important parents and carers had an understanding of how to access support at an earlier stage. Work was ongoing to develop indicators that would track that information and this could be incorporated into future reports.

The Chair concluded the meeting by asking how ready for a joint inspection Brent was. Nigel Chapman explained he had been chairing regular meetings to ensure the paperwork was in order, including their self-evaluation. The inspection was a three-week process and very intensive so required good co-ordination. One key learning from self-evaluation was that there had been variability in outcomes for children in terms of waiting times for certain therapies. The key to addressing this was to take action now to ensure that when children were waiting they were waiting well, and ensuring that was demonstrated during the inspection.

The Chair thanked those present for their contributions and drew the item to a close. He invited the Committee to make recommendations, with the following RESOLVED:

- i) To recommend that the Community and Wellbeing Scrutiny Committee heard directly from a member of the Harlesden cluster.
- ii) To recommend that the Community and Wellbeing Scrutiny Committee received a report detailing the success of the activity of the Harlesden cluster and how that was being replicated across the Borough.

**8. Adult Social Care CQC Assurance - Item withdrawn**

This item was withdrawn from the agenda.

**9. Community and Wellbeing Scrutiny Committee Recommendations Tracker 2023-24**


The Committee noted the recommendations tracker.

**10. Any other urgent business**

None.

The meeting closed at 8:00 pm

COUNCILLOR KETAN SHETH, Chair

	<p><b>Community and Wellbeing Scrutiny Committee</b> 22 November 2023</p>
	<p><b>Report from the Corporate Director of Resident Services</b></p>
	<p><b>Cabinet Member for Housing, Homelessness and Renters Security</b></p>
<p><b>Housing Management Update</b></p>	

<b>Wards Affected:</b>	All
<b>Key or Non-Key Decision:</b>	Non-Key
<b>Open or Part/Fully Exempt:</b> <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	Open
<b>List of Appendices:</b>	Appendix 1 - BHM Tenant Satisfaction Measures Against Quartile Data
<b>Background Papers:</b>	None
<b>Contact Officer(s):</b> <small>(Name, Title, Contact Details)</small>	<p>Ryan Collymore Head of Property Services <a href="mailto:ryan.collymore@brent.gov.uk">ryan.collymore@brent.gov.uk</a></p> <p>Kate Daine Head of Housing and Neighbourhoods <a href="mailto:Kate.Daine@bernt.gov.uk">Kate.Daine@bernt.gov.uk</a></p>

## 1.0 Executive Summary

1.1 This report provides an update to the Community and Wellbeing Scrutiny Committee on the work undertaken by Brent Housing Management to prepare for the implementation of Tenant Satisfaction Measures from April 2024.

1.2 The report also provides an update on Brent Housing Management's performance since the last update to the committee in January 2023. The report also details a number of priority workstreams taking place within the service.

## 2.0 Recommendation(s)

2.1 That the committee note the contents of the report.

## 3.0 Detail

3.1 **Contribution to Borough Plan Priorities & Strategic Context**

3.1.1 The Borough Plan includes two priorities specific to Housing, these are;

- Strategic Priority 1 – Prosperity and Stability in Brent
- Strategic Priority 2 – A Cleaner, Greener Future

3.1.2 These two priorities re-affirm the Council’s ambition to continue building new Council homes with a target of 1,700 by 2028 and improving the quality of housing across the private sector and in our own housing stock. Housing is also a key stakeholder in the delivery of Green Neighbourhoods both through the engagement with Registered Providers and investment in Council owned homes, specifically retrofitting poorly performing housing.

3.1.3 Other strategies that are relevant to Housing include;

- Black Community Action Plan
- Climate and Ecological Emergency Strategy
- Homelessness and Rough Sleeper Strategy
- Equality Strategy
- Health and Well-being Strategy
- Procurement Strategy
- Local Plan

## 3.2 Background

3.2.1 The Housing Management service provides landlord services to tenants and leaseholders across the London Borough of Brent. The landlord function is carried out by two services: Housing and Neighbourhoods and Property Services. The two services work together closely to provide a joined-up service to our Council, Investment for Brent (i4B) and First Wave Housing (FWH) tenants and leaseholders. The numbers of tenanted and leaseholder properties in our ownership are reflected below.

General Needs	I4B	FWH	Leasehold
8122	578	217	3715
Brent Direct Leasing	Supported Living	Temporary Accommodation	
262	89	131	

3.2.2 The Housing and Neighbourhoods service comprises of the following teams, with approximately 150 members of staff.

- Tenancy Services
- Income Collection
- Estate Services (Caretaking)
- Rent Accounting
- Home Ownership Team

3.2.3 Tenancy Services are responsible for dealing with all aspects of tenancy, Housing Officers are often the first point of contact to provide support to tenants. Housing officers all have assigned ‘patches’ across the borough and are

responsible for all the tenants and homes within their patch. The support housing officers provide is varied but they will regularly deal with issues related to Anti-Social Behaviour, carry out tenancy audits and process successions or requests for management transfers or mutual exchanges.

- 3.2.4 Where necessary Housing Officers will enforce tenants' compliance with their tenancy agreements and will seek possession of properties where terms and conditions are breached. There is however a focus on sustaining tenancies and providing support to keep people in their homes.
- 3.2.5 The Income Collection Team ensure that rent tenants owe to BHM is collected and will support tenants who find themselves in arrears to make payments. Officers in the team promote a 'rent first attitude' alongside providing holistic support and signposting to other services and agencies when issues are identified.
- 3.2.6 The Rent Accounting Team set up and manage all rent accounts. They are also responsible for applying rent increases, providing administration support to the housing service and close old tenancies where required. The rent accounting team are also responsible for promoting the use of Direct Debit payments to tenants.
- 3.2.7 The Home Ownership Team is responsible for all aspects of leaseholder management and Right to Buy. They administer services and give leaseholders a voice and input into how their homes are managed and improved.
- 3.2.8 Estate Services is made up of 70+ caretakers who manage the internal and external communal cleaning of blocks on our estates, including deep cleaning, removal of fly tipping, monitoring of external contractors (ground maintenance, waste removal, tree maintenance). The caretaking service was brought in house in 2019 and our caretaking staff have since become one of our most complimented services and are well known and liked amongst our estate communities.
- 3.2.9 Property Services consists of the following teams, with approximately 40 staff members.
- Responsive Repairs
  - Compliance
  - Planned and Major Works
  - Voids and Lettings
  - Asset Management
- 3.2.10 The responsive repairs team are responsible for managing contractors who undertake responsive repairs on the Council's behalf. The team is made up of surveyors who inspect more complex repairs before issuing works to the contractor, surveyors also post inspect works carried out by contractors to ensure quality standards are met. The team also manage disrepair cases, where a tenant will ask a solicitor to act on their behalf when they are unhappy with the repairs service we have provided.

- 3.2.11 The Compliance team are responsible for keeping residents safe in their homes and ensure we adhere to our statutory requirements. These requirements involve an inspection regime for fire safety, Legionella, asbestos, gas and electricity, referred to as FLAGE. The compliance team also monitors Mechanical and Electrical contractors.
- 3.2.12 The Asset Management team maintain and update information on our properties and monitor the lifecycle of components such as kitchens and bathrooms, to give an insight into when they are likely to fail. This information informs the work of the planned and major works programme for the coming year.
- 3.2.13 The Planned and Major works team manage the cyclical replacements as informed by the asset management team. They also carry out major works including refurbishments of blocks. More details of current works are provided in 11.0 of the report.
- 3.2.14 The Voids and Lettings team manage properties that are empty following the termination of a tenancy. Void surveyors will assess and specify works that are required to bring the property up to a lettable standard and manage the contractors responsible for the works. Our lettings coordinators will then take prospective tenants to view the property and sign them up to their tenancy agreement.

#### **4.0 Tenant Satisfaction Measures (TSMs)**

##### Background

- 4.1 The TSMs are a result of new policy and legislation within the Social Housing Sector, these being the Social Housing White Paper and the Social Housing Regulations Act (2023). Both set out to reform regulation within the social housing sector by introducing robust, proactive regulation of consumer issues such as safety, transparency and tenant engagement which includes the launch of a national approach to measuring performance and tenants' satisfaction with landlords i.e., the TSM's. This commitment to increasing regulation followed significant tragic events such as the fire at Grenfell Tower.
- 4.2 The TSMs consist of 12 tenant perception measures, to be obtained through tenant surveys carried out by providers and 10 landlord management information measures. The measures are summarised into themes such as keeping properties in good repair, maintaining building safety, effective complaints handling, respectful and helpful tenant engagement, and responsible neighbourhood management. A copy of the full measures is provided in Appendix 1 – Tenant Satisfaction Measures.
- 4.3 The purpose of this new approach to regulating consumer issues seeks to introduce greater enforcement powers and tackle failing landlords. The aim of increasing regulation within the sector is ultimately to drive change in landlords' behaviour and ensure the needs of tenants are being met and landlords are held to account for their performance.

## Methodology and Sample

- 4.4 In preparation for the introduction of the TSMs, Officers presented a plan to pilot collecting this information throughout 2022/ 2023 and methodology to the Corporate Management Team and Policy Co-ordination Group in October 2022. This approach was approved, and the Housing Management service has been collecting TSM information throughout 2022/23 using the draft measures originally proposed by the Regulator during consultation.
- 4.5 To collect the data, the Council opted to take a sample of tenants whose tenancy start date anniversary fell within the previous quarter. This was to encourage a sample with a good mix of demographics, property types and length of time as a Brent Housing resident. To ensure that access to complete the survey did not exclude anyone, 50% of surveys are completed over the phone and 50% in person. Though not a requirement, the Council opted to also survey leaseholders, plus First Wave Housing and I4B. These results will not be submitted to the Regulator but will provide useful insight on their experience for BHM to use.
- 4.6 In October 2022, Officers presented to the Corporate Management Team and Policy Co-ordination Group outlining plans to prepare for the TSMs. This approach was approved, and the Housing Management service has been collecting TSM information throughout 2022/23. To collect the data, the Council opted to procure an external company to survey a sample of tenants whose tenancy start date anniversary fell within the previous quarter. This was to encourage a sample with a good mix of demographics, property types and length of time as a Brent Housing resident.
- 4.7 To improve access to the surveys, the Council opted to undertake, 50% of surveys are completed over the phone and 50% in person. This split may be revised depending on finances as face-to-face surveys are more costly.
- 4.8 During this pilot year, 464 tenants have been surveyed and the following tables provide insight into the sample demographics and the current results. Note, these categories have been summarised for the benefit of this report, a more detailed analysis of age and ethnicity is provided on the dashboard. The tables below provide a summary of the age, gender, and ethnicity of respondents.

<b>Gender</b>	<b>Number of respondents</b>
Male	184
Female	279
Did not provide	1

\*Further options for Gender are available but were not selected.

Age band	Number of respondents
18 – 24	8
25 – 44	80
45 – 54	107
55 – 64	132
65 and over	134
Not recorded	3

Ethnicity	Number of respondents
Asian	48
Black	153
White	108
Did not provide	125
Other ethnic group	30

4.9 The sample is broadly reflective of the tenant population living in Council homes.

Indicative results

4.10 Housemark, the social housing sector national benchmarking organisation have produced an indicative report pulling together results from a sample of social housing providers who are currently collecting the data. In this report, Housemark highlight a landlords operating context such as its size, type, location and tenant population will affect results. It documented that Local Authority tenants, or tenants living in cities such as London are less satisfied than housing association tenants or those living in more rural areas.

4.11 The table below gives a comparison of the current results collected by the Council to date against Housemark benchmarking.

Tenant Satisfaction Measure	Council Tenants Overall positive response	Housemark London only (median) Overall positive response	Housemark (median) Overall positive response
Overall Satisfaction with the landlord service	55%	60.2%	72.3%
Satisfaction with repairs over the last 12 months	58%	64.1%	74.5%
Satisfaction with time taken to complete repairs	56%	59%	70%
Satisfaction that your landlord provides a home	60%	57%	72.2%



that is safe and well-maintained			
Satisfaction that communal areas are clean, safe and well-maintained	53%	58.5%	66%
Satisfaction that your landlord makes a positive contribution to your neighbourhood	52%	54%	64%
Satisfaction with the handling of anti-social behaviour	57%	42%	57.6%
Satisfaction that your landlord listens to your views and acts upon them	51%	45.6%	61%
Satisfaction that your landlord keeps you informed about things that matters to you	60%	64%	71.4%
Satisfaction with the following statement 'my landlord treats me fairly and with respect'	67%	61%	78.2%
Satisfaction with complaints handling	53%	25.5%	34%
Satisfaction with the following statement 'I know how to make a complaint'	69%	Not collected	Not collected

4.12 The table above compares three sets of results, data from the Council's 464 tenants who have been surveyed, a report analysing the data collected by London Local Authorities including Arm's Length Management Organisations and then the latest publication from Housemark sampling 189 social housing providers across the country.

4.13 The table shows that Brent is higher than the London average for the following areas

- A safe and well-maintained home
- Handling of anti-social behaviour
- Listening to tenants' views and acting on them
- Treating tenants with fairness and respect
- Complaints handling

4.14 When compared to national results however, the Council is in below average. The Council is in line with the national average for the handling of anti-social behaviour (57%) and above the national average for satisfaction when handling complaints.

4.15 Measures such as:

- Overall satisfaction
- Repairs and time to complete repairs
- Communal areas being safe and well maintained
- Tenants are kept informed

4.16 are below both the London and National average. Some changes to these service areas have already been introduced such as a new Grounds Maintenance contract, additionally, the housing management service has started the process for procuring a new repairs and maintenance service which will involve both members and residents. The service is also finalising a new tenant and leaseholder engagement strategy and has created a new dedicated team for engagement meaning the focus on keeping tenants informed and showing how their views are used to inform service delivery will increase.

#### Monitoring and planned improvement

4.17 The Council has created a dashboard which all managers of people in the Housing Management service have access too. This means the results of the TSMs can be fed back to officers at team meetings and as part of performance management.

4.18 The engagement team hold a monthly meeting with all people managers to provide feedback from any engagement activities e.g. a tenant led scrutiny of complaints and TSM results. This allows for more detailed analysis to be provided.

4.19 New communications channels such as text messaging and bulk emails are now being developed to send out to tenants and leaseholders so more regular communication and important operational messages can be issued regularly.

## **5.0 Major and Minor Voids**

5.1 A 'void' is defined as a property that is unoccupied. BHM has 3 classifications of void properties for reporting: minor void, major void, out of management void.

- A minor void has minor repairs and maintenance and doesn't require any major component renewals i.e. new kitchen or bathroom
- A major void property may require several components renewed such as a new bathroom or a complete electrical or heating renewal.
- An out of management void will require significant works, such as structural or major damp and mould issues – or require works by a third party such as gas or electricity supply issues.

5.2 Processing void properties efficiently is important as the Council loses rental income every week that a property is not let. Having properties void for extended periods of time leads to longer wait times for residents on the social housing waiting list. It is therefore key that void properties are processed as quickly as possible for the benefit of residents and the Council.

- 5.3 The processing of voids was identified in the previous financial year as a key area of concern for BHM. Inaccurate data on the Housing Management service's Customer Relationship Management system (CRM) meant that the statistics used for performance reporting were skewed and did not represent an accurate view of the council's void properties. This coupled with high staff turnover within the voids and lettings team led to issues at several key stages of the void process, and therefore delays.
- 5.4 Work to address issues with the voids process has been ongoing. The entire void journey from tenancy termination through to new tenant sign up has been reviewed to understand where improvements could be made to IT systems, processes, and ways of working.
- 5.5 Extensive work has been undertaken to cleanse historical data on BHM's CRM system to give those responsible for processing voids a clearer understanding of BHM's position in relation to its number of void properties. Following this work the number of voids on the system has reduced from 1500 to 203. Many of the properties removed were from blocks demolished as part of the South Kilburn regeneration scheme. This has given BHM a better understanding of its void data for reporting purposes.
- 5.6 New processes to improve void turnaround times have also been introduced. A suited key system for all new voids was introduced in August 2023, whereby a locksmith will attend a property within 24 hours of it becoming void and installs a suited key that allows various stakeholders in the void process to access the property with no delays. Surveyors are now also attending a new void within 24 hours to carry out a pre-inspection, before issuing the works to a contractor.
- 5.7 The focus on void processing has led to considerably improved performance, in the number of current void properties. The average turnaround times for properties Pre and Post April 2023 are detailed below.

#### **Number of Void Properties November 23**

Ownership Type	Major	Minor	Let/Pre-Let	Out of Management	Total
General Needs	72	29	25	22	148
I4B	3	7			10
FWH	2	1	2		5
Total	77	37	27	22	163

#### **Number of Void Properties November 22**

Ownership Type	Major	Minor	Let/Pre-Let	Out of Management	Total
General Needs	81	36	48	17	182
I4B	4	13	6		23
FWH	2	9	2	2	15
Total	87	58	56	19	220

### Average void turnaround time (days)

Void Category	Pre April 2023	Post April 2023	Post July 2023
I4b / FWH	275	85	
General Needs	293	105	43

## 6.0 Compliance

6.1 The Housing Management Service has a statutory duty to ensure that all its tenants and leaseholders are safe in their homes and are compliant with FLAGE requirements (fire, legionella, asbestos, gas and electrical). Non-compliance may lead to an unsafe environment for residents and visitors and could result in enforcement action being taken against the council.

6.2 The Housing Management Service's FLAGE compliance in its housing stock is detailed below:

Compliance Area	Performance
Fire Risk Assessments	100%
Legionella	100%
Asbestos	100%
Gas	99.98%
Domestic Electrical	91%
Block Electrical	100%

6.3 Gas Safety (Domestic) is currently 99.98% compliant. There are currently 2 properties with expired gas safety certificates. The process to force entry to ensure compliance is in progress and compliance is expected to be 100% by the end of November.

6.4 Electrical Safety (Domestic) is currently 91% compliant. There are currently 752 properties that are non-compliant, this number has reduced from 1352 in the last 6 months. BHM has issued letters and warning cards to compel residents to book an electrical safety check appointment. Residents who continue to ignore requests will be subject to injunctions to gain access.

## 7.0 Building Safety Act 2022

7.1 The Building Safety Act 2022 was introduced to improve the housing safety standards for residents giving them more rights and protections. The Building Safety Regulator (BSR) will oversee the safety and performance of all buildings with a special focus on high rise buildings.

7.2 Main requirements:

- Registration of high-risk buildings with the Building Safety Regulator (BSR) **Deadline 30th Sept 2023.**
- Structural and safety information added to registered buildings **Deadline 30th Sept 2023.**
- Evidence of good quality and comprehensive records on the design, construction, repair, and maintenance of higher risk buildings.

- Preparation of Building Safety Cases **Deadline April 2024**.
- Golden thread of information.
- Evidence of the record keeping we maintain on our IT systems which record all the data and evidence that we have to have in order to demonstrate compliance, and which enables us to report to residents, the BSR, Members and CMT.
- Evidence of understanding our obligations of engaging with residents in higher risk buildings and what our strategy and plans are for doing this, along with timescales.

7.3 The Housing Management Service registered all the high-risk buildings and added all of the structural and safety data before the Regulator deadlines. A letter has been sent to all residents living in high-risk buildings outlining the Councils duties. Resident building safety meetings are being scheduled over the next six months. The next big deadline is for completion of the building safety cases in April 2024. In order to meet this deadline, we will need to outsource some of this work to consultants who have experience of putting building safety cases together.

## **8.0 Fire Safety (England) Regulations 2022**

8.1 Following the Grenfell Tower inquiry findings published in October 2019, there was several recommendations made to prevent such a tragedy from ever happening again. The Government undertook to introduce new regulations based on these recommendations. These regulations take the form of the Fire Safety (England) Regulations 2022 and extend duties imposed by the Regulatory Reform (Fire Safety) Order 2005.

8.2 Main requirements:

- Information to residents
- Fire door checks
- Buildings registered on London Fire Brigade (LFB) portal
- Secure information boxes
- Wayfinding signage
- Lifts and essential firefighting equipment

8.3 The Housing Management Service has delivered all the above duties, information has been shared with residents on the importance of fire doors and how to charge electric bikes and scooters safely. Fire door checks are ongoing however all doors have been checked on our high-risk buildings.

## **9.0 Income Collection**

### Performance

9.1 The Housing Management service's monthly collection rate for the 2023/24 Year to Date (YTD) is reflected below, the cumulative collection rate for 23/24 is 96.5%:

April 2023	May 2023	June 2023	July 2023	August 2023	Sept 2023	Oct 2023
92.15%	95.54%	94.91%	95.02%	91.59%	95.34%	97.16%

9.2 The Housing Management service's YTD performance compared to last year is detailed below. This chart compares the cumulative collection rate for Weeks 1-31 2023-24 to Weeks 1-31 2022-23.

Scheme	Weeks 1-31 Cumulative collection (23/24)	Weeks 1-31 Cumulative collection (22/23)	Diff (+/-) of weeks 1-31 cumulative collection for 23/24 to 22/23
Council	96.47%	95.33%	1.14%
FWH	98.86%	99.56%	-0.70%
I4B	92.36%	90.51%	1.85%
TA	88.41%	77.01%	11.40%
BDLSK	109.53%	101.56%	7.97%
BDLS	98.66%	94.45%	4.21%
NAIL	96.54%	82.01%	14.53%

9.3 There has been an increase in the collection rate for the month of October 2023 and a continuing trend of increased collection from the same point in the previous financial year 22/23 to the current cumulative figure of 96.5%. Despite this increase in collection rate, the Housing Management Service recognises that this figure requires improvement.

9.4 To improve rent collection a rent income review of all income related functions has commenced and is ongoing. The review will result in improved processes and improved performance of the Housing Management service's income teams.

9.5 Income officers have returned to the office and work 4 days in the Civic Centre to ensure improved access to income teams for residents. In addition, officer in the income team have received renewed targets related to their day-to-day work. Further support and guidance will be provided to staff to enable them to continue improving BHM's rent collection levels.

## 10.0 Tenancy Sustainment - Evictions

10.1 Two Housing Management service tenants were evicted in the period between November 2022-November 2023. This is a very small number, which can be partly explained by the backlog within the court system that makes it difficult for Brent Housing Management to pursue legal action against tenants efficiently.

10.2 The number is also low due to the sustainment approach taken by officers in the Housing Management service. The council will not evict tenants who cannot afford to pay and will instead offer holistic support to tenants, utilising the resident support fund and other financial benefits to keep people in their homes.

It is only in circumstances where tenants do not engage with this support or refuse to pay their rent outright where enforcement action is taken.

10.3 The number of tenants evicted due to rent arrears in the past 5 years is shown below.

Year	Number of Tenants Evicted due to Rent Arrears
2019	5
2020	4
2021	4
2022	2
2023	2

## 11.0 Complaints

Year	Stage 1s Received	Stage 1 outcomes	Stage 2s received	Stage 2 outcomes
01/01/2022 – 31/10/2022	571	257/568 (45%)	91	66/85 (78%)
01/01/2023 – 31/10/2023	522	319/552 (58%)	101	81/101 (80%)

11.1 The data for outcomes is based on cases closed during the period rather than received. The information in the table compares the number of cases upheld or partly upheld out of the cases closed to provide the percentage upheld/partly upheld in brackets.

11.2 Stage 1 complaints are where officers investigate complaints internally and provide a response which details what has happened, the issues identified and how they have been rectified. Any compensation owed will be decided and paid, and remedial actions arranged and monitored.

11.3 Should the complainant be dissatisfied with the response or outcome a Stage 2 complaint can be raised which is dealt with by the Corporate Complaints department. They are impartial and able to investigate in detail the specific issues and decide if the measures taken are proportionate. Where they are not, corrective actions will be decided and carried out. If a complainant remains unhappy, they have recourse at this point to raise a case with the Housing Ombudsman.

11.4 The data shows that the Housing Management service has received fewer overall complaints this year compared to this period in the previous year. There has however been an increase in the percentage of complaints upheld at Stage 1 and Stage 2 compared to last year, and an increase in the number of complaints that were escalated to Stage 2. Work continues to ensure that it uses complaints to inform improvements in service delivery. It should be noted that in line with Ombudsman guidance the Housing Management Service actively encourages complaints and utilises these as a direct form of resident engagement, to understand the issues that affect residents, matter most and require fresh intervention. It can be expected because of this and complaints

publicity campaigns, that the numbers will increase, and this should not be seen as a negative- but should show that engagement is occurring and be welcomed as a learning tool.

11.5 In October 2023, the new engagement team hosted a tenant led scrutiny of complaint responses. Five Council tenants and one leaseholder took part in the exercise where they reviewed a random sample of complaint responses. In total 28 responses were scrutinised and scored against six questions:

- How clear was the content of the letter to understand?
- How would you rate the tone of the letter (empathy and professionalism)?
- Did the response fully address the concerns raised by the complainant?
- How satisfactory would you say the outcome was?
- Was the complainant contacted and how useful would you rate this approach in terms of managing the complaint?
- What overall rating would you give the letter?

11.6 For each complaint, a maximum score of 30 could be given. The results showed eight complaints received a score of 25 or more (of which five were given 30/30), 12 received a score of 20-24 and 8 a score of 19 or less. Recommendations from this tenant scrutiny group were as follows:

- Making sure that complaint responses are proofread to avoid typos and grammatical errors
- Keep responses clear and structured so they are easy to follow
- Explain why something went wrong to improve transparency
- Reduce the use of jargon and technical terminology

11.7 Comments also included were:

- *“Very clear response professional tone, fully addressed resolved with actions, very well structured which managed the level of frustration felt by the complainant”*
- *“Very clear and concise, honest with empathy shown all points addressed and answered”*
- *“Fully acknowledged the complaint and carried out inspections for thorough repair. Job raised as a priority 1 excellent”*

11.8 This exercise will be repeated in 3 months' time and feedback has been issued to all people managers within the Housing Management Service.

## **12.0 Housing Customer Contact Centre**

12.1 The Corporate Contact Centre (CCC) is responsible for handling all initial contacts from residents by phone and email, acting as the ‘front door’ for BHM since January 2021

12.2 The CCC is also responsible for supporting residents to interact via the Council’s ‘My Account’ Portal, which includes encouraging BHM tenants and leaseholders to transact via this channel and providing support for basic IT issues.



12.3 The CCC holds regular Joint Working Meetings with all stakeholders to facilitate a first touch and responsive service with a focus on understanding and reducing failure demand

Performance

Month	Calls answered	% Calls Accepted	Average Wait Time	Longest Wait	Emails Processed
October	4119	80	9 mins	42 mins	2773
September	3614	83	7 mins	57 mins	2754
August	3664	87	5 mins	31 mins	2780

Year	Calls answered	% Calls Accepted	Average Wait Time	Longest Wait	Emails Processed
23-24 YTD	26881	87	6 mins	58mins	22584
22/23	50825	79	8 mins	54 mins	33041
21/22	42689	80	7 mins	54 mins	No data

12.4 Housing Customer Services have been working closely with Housing Management service colleagues and Wates to reduce failure demand and improve the customer journey. Wates age WIP (Work in Progress) and outstanding roof works was a major factor in failure demand as the service received a high volume of chase up calls from residents.

12.5 There were also system issues that prevented the team from responding effectively at the first point of contact and all teams have worked together to improve this. Insisting upon Wates, surveyors and Property Services adding clear notes and updates has also resulted in improved communication and more effective enquiry resolution.

12.6 Staff turnover both in Wates and Property Services as well as in the Corporate Contact Centre impacted officer capacity. Wates have a proactive team who work collaboratively with the Housing Management service and Customer Services, and which has led to several improvements including:

- Updates to resident email address and phone numbers
- Reduced the number of duplicate jobs
- Seen a reduction in complaints relating to outstanding repairs
- Reduction in no shows by sub-contractors
- Improved communication between service areas/teams
- Improved visibility of appointment availability for Customer Service
- Improved call answer rates
- Reduced WIP backlog

12.7 The Corporate Contact Centre champions Customer Service and as a result, several of officers have moved onto roles with the Housing Management service or the rest of the Council. This has presented challenges in terms of

recruitment and training which requires resource and inevitably impacts frontline services. Turnover has been particularly high this financial year and we often struggle to recruit to both temporary and permanent roles. We have invested in our team by ensuring they receive regular service updates and refresher training as well as engaging them in our Joint Service Meetings with stakeholders.

- 12.8 The Out of Hours Emergency Telephony contract with SPS Doorguard generally operates effectively and provides value for money at a cost of around 2FTE Officers. Overall, calls to SPS have increased year on year since 2021 as can be seen below. The call volumes as a baseline for BHM was 13100 for '21 and '22 and this was exceeded both years. The baseline was increased to 14000 in '23-'24 to include call cover between the hours of 8am and 9am, Monday to Friday.
- 12.9 SPS Doorguard aim to achieve an answer rate of 95% and this has been achieved most of the time. On rare occasions, the lowest answer rate achieved has been 90%. Monthly contract meetings are held with SPS and these are attended by the Housing Management service, Wates, Customer Service and other service areas such as Homelessness and Environmental Services.

### **13.0 Planned Works**

- 13.1 The Housing Management service currently has a number of planned works projects that are currently in progress or in scope and at the planning stage, these projects are undertaken by the Major Works team. These works contribute to refurbishment and improvement of our existing stock to ensure residents continue to live in homes of a high standard.

#### Kilburn Square

- 13.2 The mobilisation of a contractor for the works has now been completed without any major issues and planning has been approved in addition to the building warrant. Work on site began in October and is expected to be completed in April 2025 with an estimated cost of £12m.

#### Windmill Court

- 13.3 The team is awaiting quotes from the design team for the works, although surveys have started. An issue with Vodaphone telecommunications persists and works are likely to start in July 2024. A resident consultation event is planned for November 2023. The works are expected to be completed by March 2026 with an estimated cost of £11m

#### Lodge and Manor Court

- 13.4 The team is awaiting quotes from the design team for the works, although surveys have started. The freeholder's solicitor has requested detailed design information and is insisting on this before a request to refurbish the blocks is considered. The Housing Management service is currently awaiting a response

to the information provided. Works are expected to be completed in June 2026 with an estimated cost of £15m.

### Granville Homes

- 13.5 The consultant and design award to Michael Dyson has been approved, with the award report published. BHM is working with the consultation to finalise the project programme. Works are expected to be completed in December 2026, with an estimated cost of £25m.

### Energy Efficiency Programme

- 13.6 There have been approximately 95 designs completed for works to take place. So far 6 scaffolds have been erected to houses and to 2 blocks of flats. Window installations have commenced, and £420k has been drawn down from grant funds so far. The Housing Management service is agreeing data collection protocols with tenants in advance to ensure this data is received post works. Works are expected to be completed in July 2025, with an estimated cost of £3.2m, with £1.3m of this made up in grant funding.

## **14.0 Other Relevant Workstreams**

### Repair re-procurement

- 14.1 The current contract we have with Wates, to deliver the integrated asset management, planned and cyclical maintenance and responsive repairs maintenance works comes to an end 30<sup>th</sup> September 2024.
- 14.2 The Housing Management Service worked with members to agree on the new Hybrid delivery model which consists of at least two contractors delivering voids, planned and responsive repairs. A local contractor framework to be used by the main contractors and a handypersons service completing communal repairs.
- 14.3 A Members working group has been set up to provide constructive oversight and feedback on the design and delivery of the Hybrid Repairs delivery option and to ensure officers deliver the service as originally intended.

### Lynton Close Travellers Site

- 14.4 Lynton Close Gypsy and Traveller site is designed to hold 31 pitches which each contain a kitchen unit and shower unit, and a static home. It is currently chronically overcrowded with additional vehicles- touring vans, mobile homes and some static homes. Lynton Close is the largest known Gypsy and Traveller Site in London. Each pitch is overcrowded with an additional 1-3 vehicles.
- 14.5 Following a recent audit there is a need for a minimum of 61 pitches to adequately accommodate the families on Lynton Close, and ideally 80+ to comfortably accommodate young families, single adults and the anticipated near future growth of the community

- 14.6 The current overcrowding is due almost entirely to generational growth over the last three decades since Travellers and Gypsies originally settled there and gained the right to remain. The sites overcrowding has direct impacts on poor quality of life for residents, poor educational attainment and health and welfare, increases ASB and reduces the ability to effectively manage the site.
- 14.7 The overcrowding gives rise to a more immediate and chronic risk which relates to fire safety. The sites most recent fire risk assessment found the site to be at intolerable risk of fire, largely due to the intensity and volume of homes, which leave no gap between them due to lack of space and would allow a fire to 'jump' from one vehicle to another should one break out. It is widely recognised that large sites are very difficult to manage, and sites should be no larger than 8 pitches ideally.
- 14.8 To deal with the above issues work is underway to urgently identify alternative sites that can be used to decant the additional families and vehicles to address the immediate fire concerns. Permanent smaller sites across the borough are also being identified with the intention of closing and decanting Lynton Close, where the air quality is very poor, and the site unmanageable due to size and layout. Smaller, well-designed sites will enable families to live healthy lives where they are well integrated with the wider community, less stigmatised and have meaningful access to services.
- 14.9 An advocacy agency – London Gypsies and Travellers- has been engaged to assist with communicating with Lynton Close residents and support them. Legal action is also being taken to ensure that decant is possible and that the safety of everyone on the site is kept paramount. This workstream is a key priority for the Housing Management service. It will take time and require considerable support from Members.

#### Fly Tipping

- 14.10 Fly tipping is an issue that the Housing Management service is working hard to address, The Housing Management service acknowledges the negative impact it has the on local environment, public health and how our estates are perceived by residents. It also has a large financial impact due to the cost of clearing the illegally dumped waste.
- 14.11 The Housing Management service know that fly tipping is widespread across the borough and unfortunately on some BHM estates, with hot spots in South Kilburn, St Raphs and other estates such as Westcroft Court and Eskdale and Loweswater. It has been found that when hot spots for fly tipping are identified by perpetrators, they are likely to use those sites continually to the dismay of local residents and the Council.
- 14.12 The Housing Management service has been working to prevent fly tipping across the borough. There are currently two tipper trucks that clear fly tips Monday-Friday. Each truck has a two-man crew who respond to scheduled and reactive requests for clearances. The hot spot sites are visited once a week and sometimes twice a week depending on demand.

- 14.13 In order to bolster the Housing Management service's ability to prevent fly tipping on its estates, the service is in the process of ordering more signage to discourage fly tipping and is planning to install CCTV cameras at Westcroft Court in consultation with leaseholders and tenants. The Housing Management service is also planning to introduce widespread CCTV coverage on St Raphs estate as part of the wider regeneration of the estate.
- 14.14 The Housing Management service is also working with the housing resident engagement team to provide educational leaflets to tenants on fly-tipping and will ensure that guidance is periodically refreshed to reflect best practice.
- 14.15 The Housing Management service is also working with the Neighbourhood Management team, who are leading on a long-term project to install boroughwide CCTV to target hot-spot areas which should have a positive impact on prevention and enforcement in the medium to long term.

#### Estate Walkabouts

- 14.16 To ensure that Housing Management service officers are regularly on estates and can respond proactively estate walkabouts are aiming to take place on all estates monthly once the service is fully staffed. Action plans will be developed and shared with all relevant stakeholders, and ward Councillors will be invited on a rolling basis through an Estate Walkabout calendar. The action plans will be live documents that will be updated and used to ensure transparency and accountability in getting strong and fast resolutions to issues.

#### Works to improve flow of Council properties

- 14.17 To improve the flow of properties to help to alleviate the waiting list for social housing properties, officers have been focusing on improving our case handling in instances where a tenant dies. The processing time for these cases has been reduced due to new processes and regular monitoring via meetings and officer supervision.
- 14.18 The Housing Management service now works more closely with the Housing Needs department to incentivise tenants who are over occupying a property to downsize to a more suitable home. This is intended to release larger sought-after properties to homeless families on the social housing waiting list and allow the over-occupying tenant to move to a more affordable home.

#### Changes to Invest for Brent and First Wave Housing Management

- 14.19 Housing Companies, i4B and FWH will be moving away from a specialist style of Housing Management to a generic style. I4B and FWH are seeking to improve in areas such as rent collection, void turnaround times and overall tenant satisfaction. A move towards a localised offer with one direct contact for tenants is anticipated to have a positive impact.
- 14.20 The roles will be focused on increasing income, supporting tenants to sustain tenancies, minimising void times and completing regular and meaningful tenancy audits, while providing holistic support to tenants that are struggling.

The purpose of this new role is to provide more effective tenancy management and prevent delays caused by hand-offs to different teams.

- 14.21 BHM has created new policies and processes in relation to the key functions of Housing Management to facilitate a seamless transition and it is expected that the successful candidate for the role will be in post by December 2023

### Restructure

- 14.22 The Housing Management service are in the process of restructuring services to improve resident engagement and satisfaction. The restructure will enable greater visibility on estates, provide more localised services that promote accountability and empathy, reduce the stigma of social tenants and aim to create long term savings in reductions of waste, failure demand and handoffs between teams.

### Tenant and Leaseholder Engagement

- 14.23 A new tenant and leaseholder strategy is shortly due to be presented to Cabinet ahead of final consultation being carried out. This strategy has been developed with Council tenants and leaseholders, through a range of activities including, a roadshow of 11 estates which engaged 86 tenants and leaseholders, a focus group to review the proposed strategy engagements and what they mean, a survey available on the Council's website and a dedicated session with all chairs of resident associations operating from Council estates.
- 14.24 The new approach to engagement within the Housing Management service will be an integral part of the culture going forward. The service has committed to achieving the national Tenant Participation Advisory Service Landlord Accreditation by September 2024.

## **15.0 Stakeholder and ward member consultation and engagement**

- 15.1 The Cabinet Member has been regularly briefed on the implementation of Tenant Satisfaction Measures and the ongoing work undertaken by the Housing Management service.

## **16.0 Financial Considerations**

- 16.1 The landlord function undertaken by Brent Housing Management (BHM) is funded from the Housing Revenue Account (HRA). Budgets are ringfenced where income from rents and service charges are matched by expenditure on repairs and management.
- 16.2 Rental income is the main source of funding in HRA totalling £57m. Due to the rapid rise of inflation within the context of the cost-of-living crisis, the government imposed a rent cap of 7% in 2023/24, which has resulted in a need to incorporate £3m worth of challenging cost reductions to deliver a balanced budget.
- 16.3 Rent collection rates have a significant impact on future budgets. If level of rent collection remained consistent at 96% for the year, this would result in an

additional budget requirement of up to £1.2m in order to allow for increased risk of non-payments. The Council's Resident Support Fund helps to alleviate some of financial hardship being faced by tenants. However, collection rates continue to be impacted.

- 16.4 Repairs contract costs can be expected to increase upon renewal in September 2024. Inflation on re-tendered contracts is estimated to range between 5% to 10% and could result in additional budget requirements ranging between £1.7m to 3.4m in 2024/25. In addition, implementing a hybrid repairs delivery model is estimated to require £1.2m.
- 16.5 Property Services are experiencing continued increase in cost associated with expenditure on void properties in order to bring them to lettable standards. The service is required to balance competing demands, there is a need to recruit to vacant positions and at the same time achieve saving targets. Budgetary pressures identified for void and responsive works require additional funding estimated at £0.5m - £1m in 2024/25.
- 16.6 Void turnaround times have an impact on rental income while the property remains unoccupied. Void rent loss is at £0.9m year to date, based on this run rate the projected rent loss for the year is £1.8m, making up 3% of budgeted rental income.
- 16.7 Compensation claims for disrepairs have experienced increased number of open cases and settlement payment, this has resulted in the need to fund additional legal support. Additional budget requirement is estimated to be between £0.3m and £0.5m in 2024/25.
- 16.8 Council tower blocks refurbishment programme is estimated to cost in the region of £42m, pending detailed costing information per block. The current estimated investment is projected to be part funded through borrowing. Funding profile for debt repayment and interest involves mitigating cost reduction of £0.7m in revenue budget to be achieved between 2023 to 2025. Saving targets have been identified in void repairs, disrepair works and staff vacancies. In addition to revenue savings in the short term, budget reductions to long-term capital programme totalling £33.5m have been profiled between 2026 to 2048, to provide for debt repayment.
- 16.9 High levels of uncertainty around inflation and rising interest rates pose a financial risk to the HRA. This has an impact on the cost of materials and repairs, as well as the cost of new build contracts. The increased costs experienced by the HRA would have to be met by rent inflation and modifying service delivery, in addition to the annual saving targets which are incorporated into medium term financial strategy.

## **17.0 Legal Considerations**

- 17.1 The Social Housing (Regulation) Act 2023, which received Royal Assent on 20th July 2023 is intended to be the catalyst for a new proactive approach to regulating social housing, ensuring standards are met and taking action against

failing landlords. The Act itself describes its purpose as being to “reform the regulatory regime to drive significant change in landlord behaviour.

- 17.2 The Act provides the Regulator with a power to give directions to Registered Providers (RPs) to collect, process and publish information about their performance in relation to the regulatory standards. The Regulator has already consulted on and published the Tenant Satisfaction Measures (TSMs) in April 2023, the Regulator introduced 22 mandatory TSMs creating a new system for assessing how well social housing landlords are doing at providing good quality homes and services, this includes those applicable directly to building safety as well as those based on tenant perception. The requirement on RPs to start collecting data also started from 1st April 2023 and it is anticipated that the first year of data from RPs will be published in Autumn 2024.
- 17.3 **Electrical Safety:** The Act extends the power for the Secretary of State (under the Housing and Planning Act 2016) to impose duties on landlords for the purpose of ensuring that electrical standards are met during any period whilst a premises is occupied under tenancy to cover all RPs, rather than just private landlords.
- 17.4 **Gas Safety:** The Council already utilises paragraph Schedule 3, paragraph 2 Environmental Protection Act 1990 to obtain warrants for entry in the Magistrates Court for access to properties which deny access for gas safety inspections to ensure the safety of the Council’s housing stock.
- 17.5 **Rent Collection:** The Council needs to comply with the Pre-Action Protocol for Possession Claims by Social Landlords before initiating possession proceedings. The protocol requires that the landlord should take reasonable steps to make pre-action contact and exchange information, to enable the landlords and tenants to avoid litigation and settle disputes out of court. Court proceedings should be a last resort. If the landlord does not comply with the protocol the court can consider compliance when making any order for costs and where the claim is brought on discretionary grounds, adjourn or strike out the claim
- 17.6 **Maintenance of Housing Stock:** The Landlord and Tenant Act 1985, section 11, the Council as the landlord has a duty to keep in repair and proper working order the structure and the exterior of the residential properties it owns as well as certain installations for the supply of water, gas and electricity. This obligation is from the commencement of the tenancy therefore voids property should be in a good state of repair. Failure to comply with this duty leaves the Council liable to legal action from its tenants.
- 17.7 **Planned Works:** Section 20 of the Landlord and Tenant Act 1985 imposes a requirement on landlords to consult with Leaseholders (as opposed to secure tenants) in respect of qualifying works (e.g. where leaseholder’s contribution is in excess of £250 p.a.) or a qualifying long term agreements (ones entered into by the landlord for a period in excess of 12 months which result in a contribution of a leaseholder in a year is in excess of £100). Failure to comply with the consultation requirements will mean that only £250 per leaseholder per financial



year can be recovered by the freehold owner in respect of qualifying works and only £100 per leaseholder per financial year can be recovered by the freehold owner in respect of qualifying long term agreements during the duration of those agreements. These various consultation requirements are set out in the Service Charges (Consultation Requirements) (England) Regulations 2003.

- 17.7 In some circumstances, it will not be possible to meet all the necessary consultation requirements (for example, very urgent works on the grounds of safety) and in those circumstances, the landlord can apply to the First Tier Tribunal (Property Chamber) to apply for dispensation from complying with the consultation requirements pursuant to section 20. The Tribunal has discretion to grant dispensation if it takes the view that it is reasonable to do so.

## **18.0 Equality, Diversity & Inclusion (EDI) Considerations**

- 18.1 The Council must, in the making of decisions in exercise of its functions, have due regard to the need to:

- eliminate discrimination, harassment and victimisation;
- advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and
- foster good relations between persons who share a relevant protected characteristic and persons who do not share it, pursuant to s149 (1) Equality Act 2010. This is known as the Public Sector Equality Duty.
- Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:
  - remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;
  - take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it
  - encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

- 18.2 The Public Sector Equality Duty covers the following nine protected characteristics: age, disability, marriage and civil partnership, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

- 18.3 Housing is currently carrying out an exercise to improve diversity data held on system to ensure that any equality impact assessments carried out are informed and fully understand the impact to residents who have protected characteristics.

## **19.0 Climate Change and Environmental Considerations**

- 19.1 Housing is a key stakeholder in delivering the Council's Climate Action Strategy. The actions Housing is responsible for are as follows:

- Retrofit work to three tower blocks
- We will deliver further retrofitting projects via the Council's Carbon offset fund
- We will develop and implement employer requirements for energy efficiency standards within all new Council housing
- We will explore and identify an opportunity for an exemplar net zero new build within the NCHP
- We will review developments within our NCHP pipeline to ensure that all aspects of sustainability are holistically addressed, with a special focus on the proposed development plans for St Raphael's Estate
- We will explore funding for a dedicated energy efficiency works programme within the Housing Asset Management Strategy
- Support the implementation of Green Neighbourhoods by engaging Housing Associations and Private Landlords operating in the areas.

19.2 The financial position of the HRA will determine Housing's capacity to deliver the actions outlined above.

## **20.0 Communication Considerations**

20.1 Any changes to how the Housing Management Service's ways of working will be communicated to staff internally and will be embedded by regular training sessions.

**Report sign off:**

**Peter Gadsdon**  
Corporate Director of Resident Services

## Brent Housing Management Tenant Satisfaction Measures: Housemark Quartile Comparison

Housemark have published a report which gives an advanced look at quartile data across each of the regulators tenant satisfaction measures (TSM's).

Below is a table which sets out where BHM currently stands against these quartiles in relation to the 12 survey-based measures.

TSM	BHM	London Councils Lower Quartile	London Councils Median	London Councils Upper Quartile	National Median
Overall satisfaction	55%	53.4%	60.2%	64.5%	79.3%
Satisfaction with repairs service	58%	55.5%	64.1%	71.3%	80%
Satisfaction with time taken to complete last repair	56%	54.5%	59%	76.3%	75.8%
Satisfaction that the home is well maintained	60%**	56.3%	57.1%	60%	72%
Satisfaction that the home is safe	60%**	62%	69%	74.3%	82.9%
Satisfaction that we listen to views and act upon them	51%	41%	45.6%	51.2%	64.2%
Satisfaction that we keep tenants informed about things that matter	60%	57.3%	64%	68.5%	75%
Agreement that we treat tenants fairly and with respect	67%	58%	61%	70.8%	82.5%
Satisfaction with our approach to handling complaints	53%	21.3%	25.5%	28.6%	55.9%
Satisfaction that we keep communal areas clean and well maintained	53%	55.5%	58.5%	64.7%	68%
Satisfaction that we make a positive contribution to neighbourhoods	52%	49%	54%	55%	62.6%
Satisfaction with our approach to handling ASB	57%	37%	42%	53%	60.4%

\*\*These questions were combined in the 2022 – 2023 pilot survey and were in line with the consultation document published by the regulator. Following the final publication of the TSM's, these measures were then split and so will be asked separately from 2023 - 2024 onwards.

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	<p align="center"><b>Community and Wellbeing Scrutiny Committee</b></p> <p align="center">22 November 2023</p>
	<p align="center"><b>Report from the Corporate Director Resident Services</b></p>
	<p align="center"><b>Cabinet Member for Housing, Homelessness &amp; Renters Security – Councillor Promise Knight</b></p>
<p align="center"><b>Single Homeless Prevention Service (SHPS)</b></p>	

<b>Wards Affected:</b>	All
<b>Key or Non-Key Decision:</b>	Non-Key
<b>Open or Part/Fully Exempt:</b> <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	Open
<b>No. of Appendices:</b>	Appendix 1 – Equality Impact Assessment (EQIA)
<b>Background Papers:</b>	None
<b>Contact Officer:</b>	Laurence Coaker Head of Housing Needs <a href="mailto:Laurence.coaker@brent.gov.uk">Laurence.coaker@brent.gov.uk</a>

## 1.0 Purpose of the Report

- 1.1 To update Community and Wellbeing Scrutiny committee about the performance and outcomes of the Single Homeless Prevention Service (SHPS) since it's move to The Turning Point in Harlesden from Wembley.

## 2.0 Recommendations

- 2.1 That the committee note the information provided on the Single Homelessness Prevention Service, The Turning Point, Harlesden.

## 3.0 Detail

- 3.1 The Borough Plan includes the following strategic priorities specific to Housing Needs
- Strategic Priority – Thriving Communities
  - Strategic Priority – The Best Start in Life
  - Strategic Priority – A Healthier Brent

- 3.2 These priorities re-affirm the Council's ambition to reduce the impact to health for homeless people. As well as increased access to employment opportunities for homeless households, achieve better outcomes for homeless 16- and 17-year olds.
- 3.3 Other strategies that are relevant to the service are;
- Black Community Action Plan
  - Homelessness and Rough Sleeper Strategy
  - Equality Strategy
  - Health and Well-being Strategy
  - Procurement Strategy
  - Local Plan

### Background

- 3.4 The Council has a statutory duty to assess applications from homeless households, pursuant to the Homelessness Reduction Act 2017 (the 2017 Act) and the Housing Act 1996, Part 7 (the 1996 Act). The Housing Needs Service created a dedicated Single Homeless Team in 2018, to specifically deal with applications received from single people and couples without children. This is because single homeless people generally have different support needs, to homeless families, and therefore require a different approach and a different range of solutions to meet their housing needs.
- 3.5 The method of making a homelessness application requires the application to be made online, via the Brent Council, My Account log in page. To create an account, the applicant is required to have an email address, and input their National Insurance number. Whilst support and access to computers is available via the Brent Hubs and libraries, this online application process was identified as a barrier to single homeless people, and often led to delays in their application being made.
- 3.6 Once an account was created, the applicant was asked to complete a series of online triage questions which dependent on the answers, would create an appointment for the applicant to be interviewed by an officer. However, the number of appointment slots that were available were insufficient to cater for the volume of demand, resulting in the appointment slots becoming full, with the first available appointment 12 weeks in the future.
- 3.7 This delay in the assessment interview was a lost opportunity to intervene and prevent homelessness from occurring. Applicants would also physically present at the Civic Centre in crisis before their appointment, as they had become actually homeless since their initial online application. They would often present in an agitated state, due to frustration caused by the delay in being seen and the fact that there are often very few practical solutions available on the day.
- 3.8 When the appointment does go ahead, an officer will determine whether the applicant meets the thresholds to trigger the prevention or relief duty under the

2017 Act, and dependent on their vulnerability, may refer the case to the Single Homeless Prevention Service (SHPS), for advice and support. Many single homeless applicants have underlying support needs, associated with mental health, drug and alcohol addiction, immigration issues, debt and cost of living issues, often linked with unemployment, which have often contributed to their homelessness. However, despite referrals being made to other services, such as Via for drug and alcohol addiction treatment, the applicant will often refuse to engage, and will only want to pursue their application for housing.

#### **4.0 Move to The Turning Point in Harlesden**

- 4.1 The online appointment system, as set out above, was not able to cope with the volume of demand, nor was it meeting the needs of single homeless people. Single homeless people need to receive an initial triage to determine what their housing issues are, identify any support needs, and be referred to the appropriate housing and support pathway to meet their needs. It was determined that this could be achieved by operating a face-to-face drop-in service, which is easily accessible, and where partner services can be collocated to provide support services.
- 4.2 The Designworks, Park Parade, Harlesden NW10 4HT, is a Council owned building which was identified as the site to operate this service from. The location of the building is ideal, as it is in the south of the borough, where the majority of the homelessness demand comes from. It is also within 5 minutes walking distance of the Crisis Skylight building, and the Job Centre Plus Harlesden (DWP), both of whom are key partners in tackling homelessness.
- 4.3 The Designworks building entrance located on Park Parade has disabled access and leads onto a small waiting/reception area. After some minor building works, a triage reception and interview facilities were built, creating a section of the building, which could be a dedicated the single homeless service, segregated from the rest of the building.

*The Designworks building entrance located on Park Parade*



*The waiting area at The Turning Point*



*The reception and triage area at The Turning Point*



- 4.4 There are other rooms available on the ground floor of the building, which are being used for back office working, by council officers as well as partner agencies, and the possibility of more ground floor rooms becoming available as current leases come to an end. The building also has vacant rooms on the upper floors, which can be utilised as additional back office working and larger meeting/conference rooms.

*Back office area at the Turning Point*





### *Interview area at the Turning Point*



### Colocation of Partner Agencies to Support Homelessness Prevention

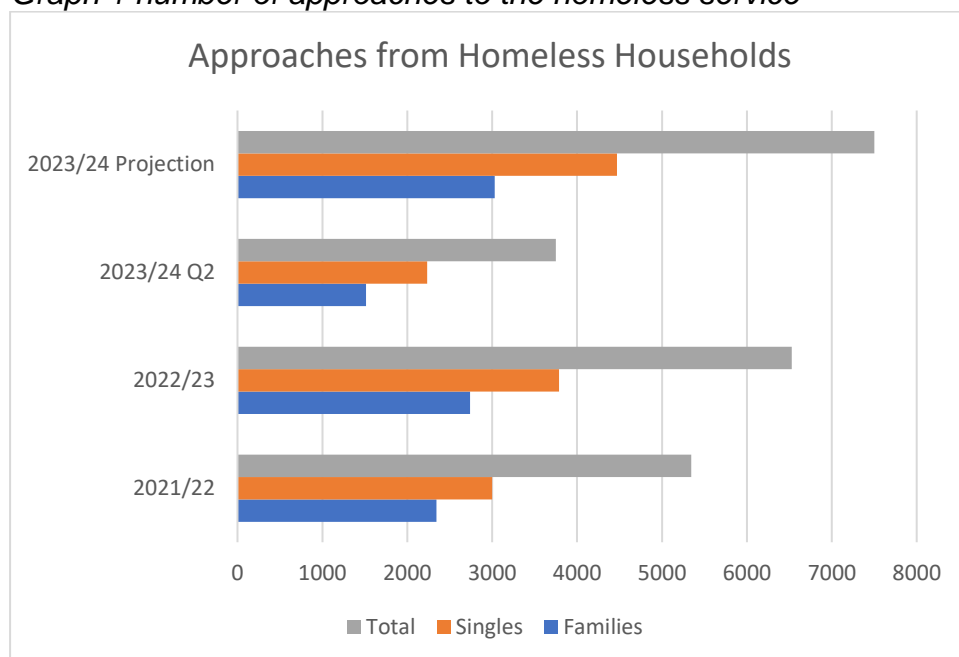
- 4.5 Prior to going live, consultation with the Brent Homelessness Forum took place, where partner agencies were unanimously in favour of this new model of tackling single homelessness. The colocation of teams to provide a holistic service has now begun. The agencies who are currently collocated are Crisis (who are commissioned to operate the SHPS service) and Via, Drug and Alcohol addiction service. The Turning Point will also be used for joint assessments of homeless 16 & 17 year olds, with Children's Services.
- 4.6 The advantage of the colocation of the SHPS service has resulted in people being referred on the day, following their triage assessment at The Turning Point. As the SHPS officers are on site they are able to see people immediately after their triage assessment. This has resulted in higher levels of engagement with the SHPS service, as people no longer have to wait to be contacted by SHPS following a referral.
- 4.7 Health services are also planning to hold Health and Wellbeing session at the Turning Point, where the following services will be offered:
- Blood pressure, BMI assessment, blood sugar level check and diabetes risk score
  - Support with GP registration
  - Mental Health support
  - Healthy Eating advice
  - Physical Activity advice
  - Smoking Cessation advice
  - Employability advice
  - Advice on alcohol and drug addiction

### **5.0 Demand for Services**

- 5.1 The Housing Needs Service has seen a 22% increase in demand from homeless households from 2021/22 to 2022/23. Whilst the COVID – 19 pandemic, associated lockdowns and the ban on Private Rented Sector evictions have been a factor in this growth, demand for homelessness services continues to grow, driven by inflation and the cost of living crisis. There has

been a further 24% increase in demand in Q2 of 2023/24, compared with the same quarter last year. If demand continues at the same rate, the service will receive a total of 7,500 applications this financial year, an average of 144 applications every week. . Graph 1 below shows the number of approaches to the service, broken down between families and single people.

*Graph 1 number of approaches to the homeless service*



5.2 Although the demand from single homeless people continues to grow, moving to a drop in service has enabled applicants to be seen on the day they approach, rather than have to make an appointment and wait to be seen. A backlog of circa 500 cases of people who had completed an online application under the old system but have not been assigned a caseworker or seen as there were not enough appointment slots to cope with demand. This backlog has now been eradicated as people have been able to present at the Turning Point in person.

## 6.0 Performance

6.1 The Housing Needs target is to prevent or relieve 50% of all homelessness applications received and accepted the main homelessness duty for 25% of applications. The remaining 25% are expected to either not be eligible for homelessness services or receive a decision that they do not meet the statutory threshold to trigger the prevention or relief duties.

6.2 The year to date performance on prevention or relief of single homeless cases is at 30.6%. It is too early to judge the impact on performance after moving to te Turning Point. This is because cases referred to SHPS will still be being worked on to prevent and relieve homelessness.

*Table 1 Year to date performance of single homelessness service*

	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Year to date
<b>Total number of single homeless approaches</b>	365	397	424	427	328	294	2235
<b>Percentage of homelessness prevented and relieved successfully</b>	43.08%	29.31%	35.90%	18.18%	25.27%	31.33%	30.67%
<b>Percentage to whom the main duty accepted</b>	37.50%	22.15%	26.42%	50.75%	19.47%	25.89%	30.22%

6.3 A mystery shopping exercise was commissioned by the Director for Customer Access in order to better understand our residents' and customers' experiences of our services. The exercise tested a number of phone lines and locations where customers access services. This is a learning exercise and will help to identify opportunities for improvement in anticipation of a further round of mystery shopping next year. It is also designed to help us better meet the commitments set out in our Customer Access Strategy (2022-2026). An independent company called Mystery Shopping Ltd, which has experience of working with local government, carried out the mystery shopping exercise on the Council's behalf.

6.4 Two visits took place at the Turning point as part of the mystery shopping exercise. One visitor was someone presenting as homeless, and the second was requesting support/advice for their friend who is going to be made homeless. A summary of the results is below.

**Visitor 1 – presenting as homeless:**

- Score of 100% for the handling of the enquiry e.g. response from staff and advice. Some really positive comments were received here: *'The staff were friendly, gave easy to understand information and made me feel comfortable to talk about my problems. They were not condescending or made me feel I had done anything wrong in getting evicted'*.
- Score of 100% for how the interaction was closed e.g. advice about next steps, a friendly goodbye, asked if they had further questions etc.
- Overall score of 88.9% for the visit, which is classified as a very high score. We aim for over 85% overall, and an average would be around 70-75%.

**Visitor 2 – asking for advice for their friend:**

- Scored 100% for the welcome and greeting
- Score of 66.7% for handling of enquiry –
- Score of 75% for how the interaction was closed

- Overall score of 77.8% for the visit and positive comments e.g. *'I felt that my friend would receive the support that he needed and be viewed sympathetically.'*

6.5 The average overall score across the two visits is 83.3% - which is classified as high. Potential areas for some improvements were to make around the welcome and greeting at the site, but the mystery shopping suggests that overall handling of the enquiries was very good.

## 7.0 Stakeholder and ward member consultation and engagement

7.1 The Cabinet Member for Housing, Homelessness, and Renters' Security is aware of the issues raised in this report.

## 8.0 Financial Implications

8.1 A new contract has been let under the Council's contract terms and conditions for a four year period (1 November 2023 to 31 October 2027) to the existing provider (Pan London Single Homelessness Prevention Service Limited) to deliver the Single Homeless Prevention Service in Brent.

8.2 The contract value from 1 November 2023 to 31 Oct 2027 is £2.1m. In comparison to the previous contract, this is a £500k increase over the 4 years. This will be paid from the Housing Needs General Fund budget. There will be no grant subsidy, as seen in previous years, and the additional cost will be absorbed in the budget. This has also been noted as a risk in the Medium Term Financial strategy.

8.3 A financial assessment has been completed to show that PLSHPS limited are financially viable. Also, a letter from the fund lawyers of PLSHPS' has been received, that shows the successful bidder has access to the required working capital for the project.

8.4 As this is an outcome based contract, the provider will only be paid once results are shown to have relieved and prevent homelessness for single people and couples without children, as well as provided low to medium support needs, in addition to working in the longer term to sustain them in accommodation. The outcome payments are set out in table 2 below:

*Table 2: SHPS Outcome Payments*

Outcome	Payment Amount
Completion of Personal Housing Plan (PHP)	£300
*Prevention of Homelessness	£650
*Relief of Homelessness	£1170
8 month sustainment	£700

*\* either a Prevention or a Relief Outcome can be claimed*

- 8.5 The council also has an internal Single Homelessness Team, with a current budget of £2m (£1.4m salary).
- 8.6 Based on the number of successful relief and prevention cases from April 2020 to March 2023, and the percentage of cases that are owed a main Housing Duty, the council has saved on average £1.1m over 3 years in accommodation costs. Since moving to the Turning Point, the projected average cost for new placements has reduced from August, by an additional £33k approx. per annum.

## **9.0 Legal Implications**

- 9.1 Local authorities are required to provide information and advice to their local residents, where necessary, under a range of statutory provisions to include the Health & Social Care Act 2012, Housing Act 1977, the 1996 Act, the Homelessness Act 2022 and most recently the 2017 Act. The information and advice provided under those Acts must be proportionate to the needs of those for whom it is being provided.
- 9.2 Specifically under section 179(1) of the 1996 Act, the Council has a duty to provide (or secure the provision of) advice and information about homelessness, the prevention of homelessness, the rights of homeless people or those at risk of homelessness, the help that is available from housing authorities or others and how to access that help.
- 9.3 Section 179(2) of the 1996 Act, states that the service must be designed to meet the needs of persons in the authority's district including, in particular the needs of: persons released from prison or youth detention accommodation; care leavers; former members of the regular armed forces; victims of domestic abuse, persons leaving hospital; persons suffering from a mental illness or impairment; and any other group that the authority identify as being at particular risk of homelessness in the authority's district. Much of this cohort are likely to be single homeless.
- 9.4 Equally the Council has duties under the 2017 Act, to provide homelessness services to all those affected (not just to those who have priority need), by taking reasonable steps to prevent or relieve homelessness for anyone at risk of homelessness within 56 days. The 2017 Act requires Councils to intervene at a much earlier stage than under previous legislation to prevent homelessness in their areas.
- 9.5 The council has a duty under the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.
- 9.6 The easily accessible face-to-face drop-in service for single homelessness with partner services now available at The Turning Point is consistent with the Council's duty to secure continuous improvement under the Local Government

Act 1999 and will greatly assist the Council in carrying out its homelessness duties towards single people in a more holistic, targeted and practical way.

- 9.7 This service is also consistent with the Council's Homelessness and Rough Sleeper Strategy 2020 – 2025.

## **10.0 Equality and Diversity Implications**

- 10.1 The public sector equality duty, as set out in section 149 of the Equality Act 2010, requires the Council, when exercising its functions, to have “due regard” to the need to eliminate discrimination, harassment and victimisation and other conduct prohibited under the Act, to advance equality of opportunity and foster good relations between those who have a “protected characteristic” and those who do not share that protected characteristic. The protected characteristics are: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation.
- 10.2 Having due regard involves the need to enquire into whether and how a proposed decision disproportionately affects people with a protected characteristic and the need to consider taking steps to meet the needs of persons who share a protected characteristic that are different from the needs of persons who do not share it. This includes removing or minimising disadvantages suffered by persons who share a protected characteristic that are connected to that characteristic.
- 10.3 There is no prescribed manner in which the council must exercise its public sector equality duty but having an adequate evidence base for its decision is necessary.
- 10.4 Black, Asian and Minority Ethnic (BAME) communities, experience disproportionate levels of homelessness. In addition, homelessness people are more likely to have physical and mental health issues and to have other protected characteristics. This proposal will strengthen existing services and systems that support homeless people. It will benefit those from protected groups and will seek to develop support tailored to their specific needs.
- 10.5 The dedicated single homelessness service aims to increase, strengthen and co-ordinate approaches in local provision to focus on improved access, prevention and early intervention to reduce risk to homeless adults with multiple needs.
- 10.6 An Equality Impact Assessment (EQIA) has been produced for the single homelessness prevention service.

## **11.0 Climate Change and Environmental Considerations**

- 11.1 There are no climate considerations arising from this report.

## **12.0 Communication Considerations**

12.1 There are no communication considerations arising from this report.

**Report sign off:**

**Peter Gadsdon**  
Corporate Director Resident Services

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## EQUALITY ANALYSIS (EA)

<b>POLICY/PROPOSAL:</b>	TENDER FOR THE SINGLE HOMELESS PREVENTION SERVICE
<b>DEPARTMENT:</b>	<b>Resident Services</b>
<b>TEAM:</b>	<b>Housing Needs</b>
<b>LEAD OFFICER:</b>	<b>Saleema Nuraney</b>
<b>DATE:</b>	<b>23-05-2023</b>

*NB: Please ensure you have read the accompanying EA guidance and instructions in full.*

### SECTION A – INITIAL SCREENING

1. Please provide a description of the policy, proposal, change or initiative, and a summary its objectives and the intended results.

This equalities analysis is on the re-procurement of the Single Homeless Prevention Service as the current contract is due to expire on 31 October 2023.

Under the Homelessness Reduction Act 2017 (which came into effect in 2018), the Council has a statutory duty to take “reasonable steps” to prevent or relieve homelessness for anyone at risk of homelessness within 56 days, regardless of their support needs. This includes single people and couples without children.

This procurement exercise is intended to continue provision of the Service to deliver homelessness prevention and relief outcomes for single people who are homeless or at risk of homelessness in Brent who have no or low to medium support needs, and are able to live in the Private Rented Sector, with support from floating support services, if appropriate.

In 2018, the Housing Needs Service created a dedicated team, the Single Homeless Team, to specifically deal with applications received from single people and couples without children

The Single Homeless Prevention Service (SHPS) is an outcomes based, payments by results service to relieve and prevent homelessness for single people and couples without children, with no, or low to medium support needs as well as working in the longer term to sustain them in accommodation. To maximize long term housing sustainment, the service improves clients’ wider personal circumstances, ranging from mental health, employment, family relationships and access to support services, including alcohol or substance abuse

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2. Who may be affected by this policy or proposal?

The policy will directly benefit single people and couples without children who approach the Council for assistance and are homeless or threatened with homelessness. Once assessed by the Single Homeless Team, eligible clients are then referred to the SHP service for assistance.

3. Is there relevance to equality and the council's public sector equality duty? Please explain why. If your answer is no, you must still provide an explanation.

Yes – This is a statutory service to meet the needs of homeless people in Brent. The must have “due regard” to the need to eliminate discrimination, harassment and victimisation and other conduct prohibited under section 149 of the Equality Act 2010, to advance equality of opportunity and foster good relations between those who have a “protected characteristic” and those who do not share that protected characteristic. The protected characteristics are: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation.

4. Please indicate with an “X” the potential impact of the policy or proposal on groups with each protected characteristic. Carefully consider if the proposal will impact on people in different ways as a result of their characteristics.

Characteristic	Impact Positive	Impact Neutral/None	Impact Negative
Age		X	
Sex		X	
Race		X	
Disability *		X	
Sexual orientation		X	
Gender reassignment		X	
Religion or belief		X	
Pregnancy or maternity		X	
Marriage		X	

5. Please complete **each row** of the checklist with an “X”.

**Screening Checklist**

	<b>YES</b>	<b>NO</b>
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Have you established that the policy or proposal <i>is</i> relevant to the council’s public sector equality duty?	<b>X</b>	
Does the policy or proposal relate to an area with known inequalities?		<b>X</b>
Would the policy or proposal change or remove services used by vulnerable groups of people?		<b>X</b>
Has the potential for negative or positive equality impacts been identified with this policy or proposal?		<b>X</b>

**If you have answered YES to ANY of the above, then proceed to section B.  
If you have answered NO to ALL of the above, then proceed straight to section D.**

## SECTION B – IMPACTS ANALYSIS

- Outline what information and evidence have you gathered and considered for this analysis. If there is little, then explain your judgements in detail and your plans to validate them with evidence. If you have monitoring information available, include it here.

The information used for this analysis is taken from the Housing Needs H-Click data as at May 2023 and consists of clients who have been referred to the SHP service since 2018.

- For each “protected characteristic” provide details of all the potential or known impacts identified, both positive and negative, and explain how you have reached these conclusions based on the information and evidence listed above. Where appropriate state “not applicable”.

### **AGE**

<b>Details of impacts identified</b>	<p>The scheme is intended to prevent and relieve homelessness for adults under the Homeless Reduction Act 2017. Applicants will not be discriminated against because of their age as all adults over 18 can be referred to the SHP service. The highest proportion of referrals is from applicants aged 18-65. The service will not adversely impact older residents in the borough as referrals for those aged 66 and over remains low compared to other age groups.</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr style="background-color: #FFD700;"> <th>Age</th> <th>Count</th> </tr> </thead> <tbody> <tr> <td>18-25</td> <td>583</td> </tr> <tr> <td>26-35</td> <td>753</td> </tr> <tr> <td>36-50</td> <td>808</td> </tr> <tr> <td>51-65</td> <td>722</td> </tr> <tr> <td>66+</td> <td>102</td> </tr> </tbody> </table>	Age	Count	18-25	583	26-35	753	36-50	808	51-65	722	66+	102
Age	Count												
18-25	583												
26-35	753												
36-50	808												
51-65	722												
66+	102												

## DISABILITY

<b>Details of impacts identified</b>	<p>Applicants will not be discriminated against because of their disability, although it should be noted that this Service is for applicants with low to medium vulnerabilities. There are other commissioned services in the Council that are available to assist people with high support needs. The provision of accommodation is based on client need e.g. adapted or single level accommodation.</p> <p>Applicants without a disability account for 50% however it should also be noted that 47% of data has not been captured for applicants.</p> <table border="1"> <thead> <tr> <th colspan="2">Disabled</th> </tr> </thead> <tbody> <tr> <td>No</td> <td>1491</td> </tr> <tr> <td>Yes</td> <td>79</td> </tr> <tr> <td>Prefer not to say</td> <td>7</td> </tr> <tr> <td>Blank</td> <td>1391</td> </tr> </tbody> </table>	Disabled		No	1491	Yes	79	Prefer not to say	7	Blank	1391
Disabled											
No	1491										
Yes	79										
Prefer not to say	7										
Blank	1391										

## RACE

<b>Details of impacts identified</b>	<p>Applicants will not be discriminated against because of their race. Brent is one of the most diverse boroughs in London. A sensitive and flexible approach to meeting clients' housing need is taken to ensure adequate and suitable provision is made. People from black and minority ethnic communities are also more likely to be impacted because they are over-represented among homeless acceptances (compared to the general population).</p> <p>Approximately 40% of single applicants referred to the SHP service for homelessness assistance identify their broad ethnicity as Black African/Caribbean/British/Other.</p> <table border="1"> <thead> <tr> <th colspan="2">Ethnicity</th> </tr> </thead> <tbody> <tr> <td>Black/ African/Caribbean/Black British: Caribbean</td> <td>1178</td> </tr> <tr> <td>Black African</td> <td></td> </tr> <tr> <td>Black/ African/Caribbean/Black British: African</td> <td></td> </tr> <tr> <td>Black British</td> <td></td> </tr> <tr> <td>Black Caribbean</td> <td></td> </tr> <tr> <td>Black Other</td> <td></td> </tr> <tr> <td>Any other Black/African/Caribbean background</td> <td></td> </tr> </tbody> </table>	Ethnicity		Black/ African/Caribbean/Black British: Caribbean	1178	Black African		Black/ African/Caribbean/Black British: African		Black British		Black Caribbean		Black Other		Any other Black/African/Caribbean background	
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Black Other																	
Any other Black/African/Caribbean background																	

Asian/Asian British: Indian	295
Asian/Asian British: Pakistani	
Asian/Asian British: Bangladeshi	
Asian Other	
Asian British	
Asian Chinese	
Asian British Chinese	
Any other Asian background	
Z-Asian British	
Mixed/Multiple ethnic groups: White and Black Caribbean	127
Mixed/Multiple ethnic groups: White and Asian	
Mixed/Multiple ethnic groups: White and Black African	
Mixed Other	
Any other Mixed	
Arab	93
Other	29
Any other ethnic group	274
White: English/Welsh/Scottish/Northern Irish/British	360
White Irish	
White: Gypsy or Irish Traveller	
White British	
White Other	
Any other white background	
Blank	560
Don't Know/prefer not to say	52

## **SEX**

<b>Details of impacts identified</b>	Applicants will not be discriminated against because of their gender. 64% of applicants who have been referred to the SHP service identify as male whilst 35% identify as female.	
	<b>Gender</b>	
	Female	1060
	Male	1885
	Transgender	4
	Other	2

	Prefer not to say	2
	Blank	15

### SEXUAL ORIENTATION

<b>Details of impacts identified</b>	<p>Applicants will not be discriminated against because of their sexual orientation although 81% of applicants referred to SHP service identify as heterosexual.</p> <table border="1"> <thead> <tr> <th style="background-color: yellow;">Sexuality</th> <th></th> </tr> </thead> <tbody> <tr> <td>Prefer not to say</td> <td>285</td> </tr> <tr> <td>Blank</td> <td>9</td> </tr> <tr> <td>Heterosexual</td> <td>2393</td> </tr> <tr> <td>Gay/Homosexual/Lesbian</td> <td>99</td> </tr> <tr> <td>Bisexual</td> <td>17</td> </tr> <tr> <td>Other</td> <td>165</td> </tr> </tbody> </table>	Sexuality		Prefer not to say	285	Blank	9	Heterosexual	2393	Gay/Homosexual/Lesbian	99	Bisexual	17	Other	165
Sexuality															
Prefer not to say	285														
Blank	9														
Heterosexual	2393														
Gay/Homosexual/Lesbian	99														
Bisexual	17														
Other	165														

### PREGANCY AND MATERNITY

<b>Details of impacts identified</b>	<p>The scheme is intended to prevent and relieve homelessness for single people, with no dependent children, and who are not pregnant. Hence 91% of applicants referred to the SHP service are not pregnant or do not have children. Households with children would meet the Priority Need threshold for assistance under homeless legislation and therefore would not access this service.</p> <table border="1"> <thead> <tr> <th style="background-color: yellow;">Pregnancy/Children</th> <th></th> </tr> </thead> <tbody> <tr> <td>No</td> <td>2702</td> </tr> <tr> <td>Expecting a child/Pregnancy</td> <td>266</td> </tr> </tbody> </table>	Pregnancy/Children		No	2702	Expecting a child/Pregnancy	266
Pregnancy/Children							
No	2702						
Expecting a child/Pregnancy	266						

### RELIGION OR BELIEF

<b>Details of impacts identified</b>	Unfortunately there is insufficient data on this protected characteristic.
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### GENDER REASSIGNMENT

**Details of impacts identified**

Unfortunately there is insufficient data on this protected characteristic.

**MARRIAGE & CIVIL PARTNERSHIP**
**Details of impacts identified**

The service does not discriminate against this protected characteristic. 64% of applicats referred to the SHP service identified as Single.

Marriage/Civil Partnership	
Blank	607
Prefer not to say	65
Married/Co-habiting	367
Single/Divorced/Widowed	1891
Unknown	38

3. Could any of the impacts you have identified be unlawful under the Equality Act 2010?

No

4. Were the participants in any engagement initiatives representative of the people who will be affected by your proposal and is further engagement required?

N/A

5. Please detail any areas identified as requiring further data or detailed analysis.

N/A

6. If, following your action plan, negative impacts will or may remain, please explain how these can be justified?

N/A

7. Outline how you will monitor the actual, ongoing impact of the policy or proposal?

There will be on-going performance monitoring via quarterly contract meetings held with the Providers and by reviewing their KPIs which are submitted on a monthly basis.

The number of complaints will also be used as a monitoring mechanism to ensure customers have been treated fairly and have not experienced discrimination on the basis of any of the protected characteristics.

Regular performance monitoring will ensure that the scheme does not operate in a manner that disadvantages or discriminates against any particular group.

## **SECTION C - CONCLUSIONS**

Based on the analysis above, please detail your overall conclusions. State if any mitigating actions are required to alleviate negative impacts, what these are and what the desired outcomes will be. If positive equality impacts have been identified, consider what actions you can take to enhance them. If you have decided to justify and continue with the policy despite negative equality impacts, provide your justification. If you are to stop the policy, explain why.

Overall, the the Single Homeless Prevention Service (SHPS) is intended to prevent and relieve homelessness for single people and couples without children. This cohort tend to have a range of low to medium vulnerabilities, ranging from issues with mental health, drug and alcohol abuse or being exoffenders. Dealing with single homeless households therefore requires a different, more tailored response than homeless families, the majority of whom have no vulnerabilities beyond the fact that are in housing need.

No negative impacts have been identified and the service is intended to provide more certain and sustainable outcomes for homeless single people.

The Council is committed to the principle of equal opportunities in the delivery of all of its services. The Council and its partners will be responsive, accessible and sensitive to the needs of all applicants. They will not tolerate prejudice and discrimination and will actively promote equality.

The contract terms will ensure applicants placed by the Council receive the best possible service in accordance with their individual needs and requirements and there is a clear understanding of the relationship between the Council and the Provider. The tender process will also include method statements which allow the panel to assess how well the Provider is able to meet our clients' needs in a fair, consistent and non discriminatory manner.



The specification also includes Brent's commitment to Equality and Diversity in Procurement and states clearly the commitment we expect from Provider to promote equality and diversity, taking into account the needs of the people protected under the Equality Act 2010 in respect of the Protected Characteristics.

## SECTION D – RESULT

Please select one of the following options. Mark with an "X".

<b>A</b>	<b>CONTINUE WITH THE POLICY/PROPOSAL UNCHANGED</b>	<b>X</b>
<b>B</b>	<b>JUSTIFY AND CONTINUE THE POLICY/PROPOSAL</b>	
<b>C</b>	<b>CHANGE / ADJUST THE POLICY/PROPOSAL</b>	
<b>D</b>	<b>STOP OR ABANDON THE POLICY/PROPOSAL</b>	

## SECTION E - ACTION PLAN

This will help you monitor the steps you have identified to reduce the negative impacts (or increase the positive); monitor actual or ongoing impacts; plan reviews and any further engagement or analysis required.

<b>Action</b>	<b>Expected outcome</b>	<b>Officer</b>	<b>Completion Date</b>

**SECTION F – SIGN OFF**

Please ensure this section is signed and dated.

<b>OFFICER:</b>	Saleema Nuraney
<b>REVIEWING OFFICER:</b>	
<b>HEAD OF SERVICE</b>	Laurence Coaker 23 May 2023

	<p align="center"><b>Community Wellbeing Scrutiny Committee</b> 22 November 2023</p>
	<p align="center"><b>Report from the Corporate Director of Resident Services</b></p>
	<p align="center"><b>Lead Cabinet Member for Housing, Homelessness and Renters Security – Councillor Promise Knight</b></p>
<p><b>New Selective Licensing Scheme</b></p>	

<b>Wards Affected:</b>	N/A
<b>Key or Non-Key Decision:</b>	N/A
<b>Open or Part/Fully Exempt:</b> <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	Open
<b>List of Appendices:</b>	None
<b>Background Papers:</b>	None
<b>Contact Officer(s):</b> <small>(Name, Title, Contact Details)</small>	Spencer Randolph Head of Service - Private Housing Services Spencer.Randolph@brent.gov.uk

## 1.0 Executive Summary

- 1.1. This report has been prepared at the request of the Community Wellbeing Scrutiny Committee to update members on the performance, quality and impact of the Selective Licensing Scheme that commenced on 1st August 2023 for the wards of Dollis Hill, Harlesden & Kensal Green, Willesden.

## 2.0 Recommendation(s)

- 2.1 That the committee note the information provided in this report regarding the Designation of selective licensing in the wards of Dollis Hill, Harlesden & Kensal Green, Willesden.

## 3.0 Detail

### Contribution to Borough Plan Priorities & Strategic Context

- 3.1 As part of the consideration for licensing, we have mapped strategies and policies across the council which link to PRS licensing. The licensing proposals

are set in the context of the council's wider programmes to tackle housing need, improve property standards, and reduce ASB.

### *Council Borough Plan*

- 3.2 The Council's Borough Plan 2023-27 is about moving Brent forward together. The plan sets out five strategic themes to improve the lives of those who live work, study, and do business in Brent. Desired outcomes include improve the quality of housing in Brent across the private sector. Also, to reduce anti-social behaviour (including environmental nuisance) by tackling it on a targeted neighbourhood basis.

### *Housing Strategy*

- 3.3 Brent Council is currently in the process of drafting the new overarching Housing Strategy and a Private Sector Housing Strategy for 2023 onwards. However, the licensing proposals are also in line with the existing strategic priorities.
- 3.4 The interventions in the proposed areas support the Council's Draft Private Sector Housing Strategy, 2023-27 looking to "increase the supply of private sector homes available in Brent so it is an accessible housing option for our residents" whilst also making sure that "we effectively tackle poor property conditions across the private sector in Brent". In addition, the draft strategy commits to "prioritise supporting residents to stay in their private-sector home and live comfortably".
- 3.5 "The Housing Strategy identifies opportunities for the private rented sector to "play an important role in delivering new supply" to deliver "supply that meets required standards of management and maintenance and is accessible to people on a range of incomes in a market that is well regulated and offers appropriate protection to tenants".

### *Joint Health and Wellbeing Strategy 2022-2027*

- 3.6 Places and emphasis on "Healthy Places" and identify actions on homes in the private rented sector.

### *Homelessness Strategy*

- 3.7 Brent Council has outlined its strategy to maximise the prevention of homelessness and to minimise the negative impacts of homelessness upon families and individuals where prevention is not possible in the Brent Homelessness and Rough Sleeping Strategy 2020-2025. The council's homelessness review has shown that the loss of a private sector assured-shorthold tenancy is still the most common reason for people to approach the council for help.
- 3.8 Working to improve access to and conditions in the private sector is therefore vital for providing a wider housing offer for Brent residents and the council has

committed (commitment 3) to ‘work to increase the supply of and access to stable and affordable homes across the borough’.

- 3.9 This will be achieved through licensing and enforcement processes and working together with local landlords through the Landlord forum to improve standards and drive-up conditions in the private rented sector. Continuing to facilitate access to stable homes in the private rented sector.

#### *Poverty Reduction Strategy*

- 3.10 The council has outlined its strategy for poverty reduction. The Poverty Reduction Strategy states Brent households in poverty stands at 17% before housing costs and rises to 33% with housing expenditure included. For children, rises from 22% in poverty before, rising to 43% with housing costs. In the PRS, rents very often exceed 40% of net incomes. The policy states there is a need to rigorously enforce standards in the private rented sector (PRS).
- 3.11 The policy states that many of those renting privately reported issues with the quality, security, and affordability of their housing. These issues included overcrowding damp, disrepair, needing to share facilities and ultimately homelessness, which is closely linked to difficulty paying rent. The latter can lead to eviction associated with poverty.
- 3.12 The policy acknowledges that the council does “have powers to improve standards within the private rented sector, including through licensing of landlords.”

#### *Brent Climate & Ecological Strategy*

- 3.13 In 2021 Brent declared a climate and ecological emergency and pledged to achieve carbon neutrality in the borough by 2030. The Brent Climate & Ecological Strategy 2021-2030 recognises that better insulating homes and making them more energy efficient is one of the key actions that must be taken to reduce carbon emissions.

#### *Anti-social behaviour Policy*

- 3.14 Brent Council recognises the need to challenge any form of Anti-Social Behaviour (ASB) in an effective robust and proportionate manner. Residents have a right to a quiet and peaceful enjoyment of their environment, which they live in making sure cases are resolved through effective intervention and support services.
- 3.15 Brent Council ASB policy applies to all residents including all landlords and tenants in the private rented sector. To tackle ASB problems, we have made it conditional on all private landlords who hold licences under our HMO or selective scheme to prevent and combat ASB associated with properties they manage. Section 57(5) of the Housing Act 2004 gives a definition of ASB for the purposes of licensing under Parts 2 and 3 of the Act.

3.16 PHS will use all tools and powers available to Council officers to support our customers affected by anti-social behaviour (ASB) and to take action, including prosecution, against licence holders who do not take adequate steps to tackle ASB. The Housing Act 2004 refers to an offence being committed if a landlord breaches a condition of a licence without reasonable excuse.

#### *PHS Enforcement Policy*

3.17 It is important to stress that enforcement must consider a wide range of factors and activities that are essential to improving standards by landlords and managing agents to enable compliance in the sector. There are broadly four types of regulatory approaches: Light-touch, Hard-line, Compliance-focused, and Creative approaches.

3.18 Notably since 2014, Private Housing Service in Brent has responded to the challenges posed by the sector by restructuring into Licensing and Enforcement teams, strengthening its engagement with Government, landlords, tenants, and regulatory agencies and by the practical application of the legislation powers available.

3.19 Since March 2020, the service has adopted procedures in response to the impact of Covid-19 on private renting and the lockdown changes, and since the lifting of the restrictions, the service has innovative ways of working and has become more effective and efficient in its service delivery.

3.20 Whilst there is no doubt that, there is a wealth of legislation governing housing standards and the remedies available where landlords breach their obligations, there are concerns about the effectiveness and application of the laws. Generally, the legal framework is found in the Acts below or safety regulations and statutory guidance made under these Acts.

- The Landlord and Tenant Act 1985
- The Housing Act 2004
- The Protection from Eviction Act 1977 and The Deregulation Act 2015
- The Licensing and Management of Houses in Multiple Occupation and Other Houses (Miscellaneous Provisions) (England) Regulations 2006
- The Selective Licensing of Houses (Additional Conditions) (England) Order 2015.
- The Housing and Planning Act 2016
- The Licensing and Management of Houses in Multiple Occupation (Mandatory Conditions of Licences) (England) Regulations 2018.
- The Homes (Fitness for Human Habitation) Act 2018.

3.21 Our enforcement policy considers a wide range of factors and activities that are essential to improving standards and compliance in the sector.

3.22 The light touch approach starts with regulating the relationship between the landlord, tenant, and the Council at an individual level, with landlords and tenants in particular being aware of their rights and responsibilities. Two areas to mention relate to providing “Right to Rent” requirements, and to advice on

section 21 eviction. The success of such areas is backed by the willingness of all concerns to be able to exercise the rights.

- 3.24 Typical problems reported to us or identified through inspections include general disrepair, dampness, cold and fuel poverty, security of tenure, nuisance (antisocial) behaviour and enviro-crime. These problems are likely to pose threats to the health and safety of the tenants and have a negative impact on the local communities.

***Detail***

- 3.25 The designation of the 3 wards of Dollis Hill, Harlesden & Kensal Green, Willesden (Designation D1/23) is not a pilot but phase 1 of the Council's next journey for selective licensing. Phase 2 (Designation D2/23) has already been approved by Cabinet and an application has been submitted to the Secretary of State Department for Levelling Up Housing and Communities (DLUHC) for approval. Designation D2/23 will see Selective licensing extended to all other wards in Brent with the exception of Wembley Parks as this ward does not meet the criteria for selective licensing.
- 3.26 Brent's private rented sector (PRS) has been subject to small selective licensing schemes for the past eight years. While the Council has Government consent to implement schemes of up to 20% of the total stock, or up to 20% of the borough's geographical area, larger schemes require confirmation from the Secretary of State from the DLUHC.
- 3.27 The private rented sector (PRS) in Brent has seen rapid growth over the last eleven years, with around 58,000 homes in the borough privately rented (46% of the total dwellings). Renters in private accommodation make up the largest proportion of occupants in our borough. For a greater proportion though living in the PRS is not a choice freely made, but a result of a housing market that leaves little other route to a roof over their heads.
- 3.28 However, poverty is widespread across the borough with many households experiencing financial difficulties. In addition, all areas are affected by poor property conditions and there is significant and persistent evidence of antisocial behaviour (ASB) across wards in the borough. These are all reasons that, if associated with the PRS, are able to be used as justification for the introduction of selective licensing.
- 3.29 A detailed analysis of the PRS in Brent was undertaken and this showed that within the PRS the Borough has higher than the national average levels of rented properties with disrepair and in the 3 wards in Designation 1/23 high levels of ASB associated with the PRS. This is summarised in the table below.

Ward	No. PRS (predicted)	% PRS and Rank (ex. W/Pk		Category 1 (predicted) and		ASB Incidents and Rank	
Alperton	2,051	45.1	7	399	14	448	12
Barnhill	1,426	37.9	12	393	15	413	15
Brondesbury Park	1,779	31.8	18	346	18	336	20
Cricklewood & Mapesbury	2,572	46.4	3	512	5	443	13
Dollis Hill	3,471	46.9	1	796	2	878	1
Harlesden & Kensal Green	3,626	42.0	9	812	1	812	2
Kenton	1,765	31.3	19	505	7	493	10
Kilburn	2,665	32.0	17	420	13	496	7
Kingsbury	1,474	36.9	15	318	20	348	18
Northwick Park	1,124	31.3	19	354	17	380	17
Preston	1,626	43.8	8	345	19	342	19
Queens Park	2,620	35.8	16	508	6	495	8
Queensbury	2,034	37.7	14	475	10	505	6
Roundwood	2,693	42.0	9	481	9	548	5
Stonebridge	2,419	30.2	21	379	16	483	11
Sudbury	2,020	46.8	2	442	11	435	14
Tokington	1,285	41.3	11	296	21	284	21
Welsh Harp	2,448	40.7	12	602	4	570	4
Wembley Central	2,237	45.5	5	485	8	495	9
Wembley Hill	2,257	45.2	6	433	12	411	16
Wembley Park	8,405	98.4		41	22	52	22
Willesden Green	3,498	46.0	4	766	3	731	3
<b>Total</b>	<b>55,495</b>	<b>43.6</b>		<b>10,108</b>		<b>10,398</b>	

3.30 Licensing is part of an overall approach to help improve privately rented properties in the London Borough of Brent. As such, any outcomes will be because of a range of initiatives and methods that the council can use. However, licensing is an important element and will place the responsibility on the landlord to inform the council that their property is licensable and encourage them, with the council's support, to ensure that they meet the required standards. The council can then prioritise its resources effectively to dealing with the properties of most concern and target enforcement actions to those landlords who fail to licence their properties and/or breach licence conditions.

3.31 It is hoped that we will receive approval from the Secretary of State by the end of 2023 and therefore Designation D2/2024 will become effective from April 2024. The selective licensing schemes will be therefore be assessed against the following scheme objectives:

Objective	Link to strategic goals	Performance indicator (target)	Outcome
Improve property conditions in single family dwellings	Addressing BAME and equality Poverty and housing conditions	Undertake compliance inspection in 50% of licenses issued over the lifetime of the scheme. Total compliance inspections, 20,000	Reduce Cat 1, Cat 2 hazards and compliance of licence conditions Achieve a general improvement of



	Linking to LBB manifesto	<p>It is anticipated that this will lead to 10,000 properties being improved via compliance inspections alone.</p> <p>Over the lifetime of the scheme we estimate a further 5,500 licenced properties improved through other activities* Total properties improved 15,500</p> <p>NB * Desktop intervention, reactive responses to requests for services &amp; license enforcement.</p> <p>100% of all licence application desk-based risk assessment completed. Achieve 80% selective licence applications over the life of the scheme. (Compared with modeled figures).</p>	property conditions in the designated area within the lifetime of the designation. Improve engagement of tenants in the PRS.
Improve management standards in PRS	Poverty and housing conditions	<p>Be in the top 10 of London Council whose landlords are accredited to the LLAS</p> <p>1 landlord forums per annum</p> <p>4 newsletters sent to registered landlords that have signed up</p> <p>Take appropriate enforcement action against those landlords who fail to license or breach licence conditions.</p>	Engagement with Landlords Improve engagement of tenants in the PRS.
Increased awareness for tenants on the minimum standards to be expected in rented accommodation and what their other rights are when renting in the PRS	Sustainability – increasing the energy efficiency in PRS and link government green policy Poverty Commission report Future of London Report Cost of Living Crisis & the	<p>Create and promote a new tenant pack available on and offline and in different languages to inform PRS residents of their rights, services available to them, what to do in case of issues.</p> <p>Links with MEES and Green Doctor Services and Grants</p>	Combat deprivation in the most deprived areas Supporting the most vulnerable tenants e.g., benefits assessments

	Resident Support Fund		
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- 3.32 When designated, both schemes will be in force for a period of 5 years.
- 3.33 As has already been stated Designation D1/23 only commenced on 1st August 2023 and therefore it is far too early to be able to comment on the effectiveness of it. The scheme is currently in the phase where licence applications are being received, processed and granted. Since going live for applications for this scheme 3,224 licence applications have been received which is in line with our expectations.
- 3.34 Inspections of these licenced properties is due to commence in December 2023 and to facilitate this, an additional 8 compliance inspectors have been recruited, and started in their posts on 2nd October 23. We estimate that these 8 officers will be inspecting somewhere in the region of 3500 properties per year.
- 3.35 In order to rollout and promote the scheme there is a comprehensive communication strategy which uses a multitude of media including local press, digital platforms and social media as well as direct correspondence. This method has been successful as can be seen by the number of applications already received and the successes in the number of applications received for previous selective licensing schemes when levels of applications exceeded predictions by 135%.
- 3.36 Whilst it is too early to analyse the effectiveness of Designation D1/23 the table below summarises the Councils' enforcement outcomes that have been achieved through its previous licensing schemes and the measures in place to tackle non-compliance.
- 3.37 Kamma data (Property Licensing Update, July 2023) also shows that Brent is ranked 5th out of the Top 10 local authorities with the highest level of enforcement.

Activity	Output	Outcome
One-year licences issued as a consequence of concerns at time of application	2183	Resolve issues mainly regarding lack of gas safety certificates, overcrowding, planning issues and irregularities in ownership details.

Warning letters sent	5354	Properties brought into compliance i.e. licence application made or confirmation of property status received.
Prosecutions	191	£1.8m in fines and costs 1 prison sentence issued
Civil Penalty notices issued	271	£850,000 reinvested in to PRS Enforcement
Proceeds of Crime Confiscation Award	1	£365k in confiscation order, fines and costs. In December 2018, Brent became first LA to be granted a Confiscation Order under the Housing Act 2004
Banning Orders	1	Preventing a criminal landlord having anything to do with property letting/management nation wide for 5 years.

#### *Enforcement action for non-compliance (2019 – 2023)*

- 3.38 The Council will continue to use these successful approaches in the new scheme. This includes focusing on identifying and inspecting unlicensed premises. The previous schemes showed the success of street surveys (over 5,000 properties visited) and using landlord warning letters, 5,354 sent. The schemes also supported successful partnership working across fire service, police, Community Safety team, and Planning Enforcement teams.
- 3.39 As demonstrated above, the licensing schemes have enabled the Council to make a real and notable difference in driving up improvements for Brent's most vulnerable.

#### **Lessons Learned**

- 3.40 Private Housing Services has an ISO 9001:2015 accredited quality management system and therefore is constantly reviewing and making incremental changes to the way that services are delivered for the benefit of residents and service users.
- 3.41 Notwithstanding this some lessons learned from previous schemes have been brought forward to this most recent selective licensing scheme, in particular the way in which we manage the publicity around early applications in order to get a more manageable levels of applications in the early stages allowing processing to be more adequately resourced.
- 3.42 We have also developed an enforcement plan that sets out how Brent Council will ensure landlords comply with minimum standards in relation to property licensing schemes including failure to license and breach of licence conditions To do this, resources will be targeted to achieve licensing objectives. The plan

is intended to focus actions and provide a strategic approach to enforcement activity, main points include:

- 3.43 Enforcement is key to improving Private Rented Sector (PRS) standards and ASB for some of Brent's most vulnerable residents and families. There are limited resources for this significant scheme and so an agile enforcement planning approach has been developed. It will target:
1. Getting as many landlords licensed, as quickly as possible by supporting the promotion of the estimated 37,672 applications across selective licensing designations 1 and 2.
  2. The most vulnerable renters, through focusing limited enforcement resources on specific streets with high predicted issues to deliver the most value.
- 3.44 The plan sets out the approach to licensed and unlicensed properties and also focuses on properties with Category 1 hazards, poor EPC ratings and high levels of ASB.
- 3.45 It details the importance of Tasking Days as part of the enforcement plan, including:
1. Streets that will be targeted by month. These have been identified using the same predictive data used to identify the designations.
  2. Streets targeted, either due to landlords suspected of not having a licence, or where there are a large number of properties predicted to have high ASB incidents, Category 1 Hazards or low EPC ratings.
  3. Purpose of the tasking days.
- 3.46 The plan is intended to be the starting point, and intelligence from Tasking Days should be fed back in to verify and/or adjust the approach and shared with other council departments and partnering agencies e.g. Trading Standards, Planning Enforcement, Police etc.
- 3.47 The plan's success depends on the implementation, the development of the service capability and the scheme's marketing and communications plan, these aspects are not covered in this enforcement plan.
- 3.48 Along with this scheme, the council must enforce a wide range of other statutory provisions relating to housing and environmental conditions which are also outside the scope of this enforcement plan.

#### **4.0 Stakeholder and ward member consultation and engagement**

- 4.1 A consultation exercise was undertaken over 12 weeks starting on 31st October 2022 and closing on 23 January 2023. To consult with landlords, tenants, residents, stakeholders and other interested parties, the council carried out an

online survey. The council also hosted several public meetings with landlords, tenants, residents, and landlord groups. The council used digital and print media to advertise the consultation, as well as in-person methods.

- 4.2 The consultation received 853 responses to its online/paper questionnaire. For the sake of clarity, the views of the responses from residents, tenants and businesses, private landlords and managing agents have been analysed and reported separately. Qualitative feedback was received at public meetings and written responses from interested parties.
- 4.3 The consultation looked at the level of support for introducing selective licensing in designated areas. The consultation also looked at views on the proposed licence conditions, fees, and the respondents' perceptions of the issues in the borough.
- 4.4 The open questionnaire responses were analysed and reported separately.

## **5.0 Financial Considerations**

- 5.1 The administration of the scheme is such that it is intended to be self-financing over a five-year period with higher levels of income from years 1 and 2 funding expenditure over the full 5 years. This will be managed with a use of an earmarked reserve. Fees of £640 will be charged per application and are set at a level where the total revenue from the fee is intended to cover the total costs incurred.
- 5.2 It is estimated that licences issued in the 5-year period will generate income in the region of £19.2m, which will be commensurate with the total expenditure.
- 5.3 The income will be closely monitored, and a team proportionate to the demand for the service will be employed. The costs of the scheme exclude the cost of any enforcement action on non-licensed properties but will cover the cost of processing the license application, compliance monitoring and enforcement against an applicant who is given a licence.

## **6.0 Legal Considerations**

- 6.1 Under section 80(2) of the Housing Act 2004 ("HA 2004"), before introducing a selective licensing scheme, the Council (in this case, the Council's Cabinet) must consider that –
  - (a) the first or second set of general conditions mentioned in section 80(3) or (6) of the HA2004; or
  - (b) any conditions specified in an order under section 80(7) of the HA 2004 as an additional set of conditions are satisfied in relation to the area. In this case, The Selective Licensing of Houses (Additional Conditions) (England) Order 2015 ("2015 statutory instrument") will apply as they have provided for additional conditions which involve poor housing conditions, migration, deprivation, and crime.

*Other matters relating to selective licensing*

- 6.2 Under section 81(2) of the HA 2004, the Council must ensure that any exercise of the power in relation to a selective licensing designation is consistent with the Council's overall housing strategy.
- 6.3 Under section 81(3) of the HA 2004, the Council, when making its designation, must also seek to adopt a co-ordinated approach in connection with dealing with homelessness, empty properties and ASB affecting the private rented sector, both: (a) As regards combining licensing (under Part 3 of the HA 2004 – selective licensing) with other courses available to them, and (b) As regards combining licensing with measures taken by other persons.
- 6.4 Under section 81(4) of the HA 2004, the Council must not make a particular designation (for selective licensing) under section 80 of the HA 2004 unless –
- (a) They have considered whether there are other courses of action available to them (of whatever nature) that might provide an effective method of achieving the objective or objectives that the designation would be intended to achieve; and
  - (b) They consider that making the designation will significantly assist them to achieve the objective or objectives (whether or not they take any other course of action as well).
- 6.5 As for the Council's general duties regarding selective licensing under Part 3 of the HA 2004, these are set out in section 79(5) of the Housing Act 2004 which states that "Every local housing authority has the following general duties:
- (a) to make such arrangements as are necessary to secure the effective implementation in their district of the licensing regime provided for by this Part; and (i.e., Part 3 HA 2004 regarding selective licensing).
  - (b) to ensure that all applications for licences and other issues falling to be determined by them under this Part are determined within a reasonable time."
- 6.6 Under section 80(9) of the HA 2004, before making a designation relating to selective licensing, the Council must-
- (a) take reasonable steps to consult persons who are likely to be affected by the designation, and,
  - (b) consider any representations made in accordance with the consultation and not withdrawn.
- 6.7 Paragraphs 4, 5 and 6 of the Housing Act 2004: Licensing of Houses in Multiple Occupation and Selective Licensing of Other Residential Accommodation (England) General Approval 2015 ("the General Approval") state that:
- (a) a selective licensing designation that covers no more than 20% of the geographical area of the Council's district, nor affects more than 20% of its privately rented homes, will not require Ministerial confirmation before it comes

into force, but will be approved under section 82(1)(b) and will come into force on a date set by the Council, provided it has first consulted about the designation for no less than ten weeks;

- (b) by contrast, a selective licensing designation that, either itself or in combination with other such designations, covers more than 20% of the district's geographical area, or affects more than 20% of its privately rented homes, will require Ministerial confirmation, and will not come into force until confirmation is given.
- 6.8 As soon as a selective licensing designation has been made pursuant to section 83 HA 2004, the Council must publish in the prescribed manner a notice stating —
- (a) that the designation has been made;
  - (b) whether or not the designation was required to be confirmed by the Secretary of State and that it has been confirmed;
  - (c) the date on which the designation is to come into force; and
  - (d) any other information which may be prescribed.

#### *Licence Fees*

- 6.9 Section 87(7) of the HA 2004 provides for the fixing of selective licensing fees. It states that local authorities may take into account all costs incurred when carrying out their selective licensing functions. The power to charge fees is set out in section 87(3) of the HA 2004 and allows the Council to require a licensing application to be accompanied by a fee. Regulation 18 of the Provision of Services Regulations 2009 states, any charges “must be reasonable and proportionate to the cost of the procedures and formalities under the scheme and must not exceed the cost of those procedures and formalities.”

#### *Licence Conditions*

- 6.10 Section 90 (1) of the HA 2004 allows the Council local authorities to impose such conditions that are considered appropriate to regulating the management, use or occupation of the properties. However, in the Court of Appeal case *Brown v Hyndburn Borough Council* [2018] EWCA, the Court agreed with the landlord that “management” related to operational matters (i.e., what actually happens at and to the property) and not to improving or upgrading houses or installing new facilities and equipment. An exception is made where matters are specified under s90 (3) or (4) e.g., Carbon Monoxide Alarm (England) Regulations, creating an overlap between licensing and hazards.
- 6.11 Schedule 4 of HA 2004, sets out the mandatory conditions and states that a licence under Part 2 or 3 must include the following conditions:
- (2) Conditions requiring the licence holder, if gas is supplied to the house, to produce to the local housing authority annually for their inspection a gas safety certificate obtained in respect of the house within the last 12 months.
  - (3) Conditions requiring the licence holder-

- (a) to keep electrical appliances and furniture made available by him in the house in a safe condition;
  - (b) to supply the authority, on demand, with a declaration by him as to the safety of such appliances and furniture;
  - (c) where the house is in England, additionally -
    - (i) to ensure that every electrical installation in the house is in proper working order and safe for continued use; and
    - (ii) to supply the authority, on demand, with a declaration by him as to the safety of such installations;
  - (d) for the purposes of paragraph (c) “electrical installation” has the meaning given in regulation 2(1) of the Building Regulations 2010.]
- (4) Conditions requiring the licence holder-
- (a) where the house is in England -
    - (i) to ensure that a smoke alarm is installed on each storey of the house on which there is a room used wholly or partly as living accommodation, and
    - (ii) to keep each such alarm in proper working order ...
  - (b) in either case, to supply the authority, on demand, with a declaration by him as to the condition and positioning of such alarms.
- (4A) Where the house is in England, conditions requiring the licence holder to -
- (a) to ensure that a carbon monoxide alarm is installed in any room in the house which is used wholly or partly as living accommodation and contains a fixed combustion appliance other than a gas cooker;
  - (b) to keep any such alarm in proper working order; and
  - (c) to supply the authority, on demand, with a declaration by him as to the condition and positioning of any such alarm.
- (5) Conditions requiring the licence holder to supply to the occupiers of the house a written statement of the terms on which they occupy it.

Additional conditions to be included in licences under Part 3

- (2) A licence under Part 3 must include conditions requiring the licence holder to demand references from persons who wish to occupy the house.

The Council has reviewed the licence conditions and in so doing have taken account of relevant legal decisions; including the Brown v Hyndburn case referred to above.

## **7.0 Equality, Diversity & Inclusion (EDI) Considerations**

7.1 The introduction of selective licensing is intended to enhance housing management practices in the private rented sector (PRS), in compliance with the Housing Health and Safety Rating System (HHSRS) standards. It is anticipated that this will have positive outcomes for tenants across all protected characteristics, particularly those who are currently over-represented in the PRS.

7.2 It should be stressed that data relating to the protected groups among both tenants and landlords is limited, partly due to the unregulated nature of the sector. Although Census data provides a breakdown of tenure by ethnicity and



age, analysis relevant to other issues such as disability has not yet been completed by ONS. Overall, the size of the sector and the estimated number of landlords suggests that there will be members of all protected groups among both tenants and landlords. The sector also contains a mix of household and income types that ranges across the spectrum.

- 7.3 To inform the final licensing proposals, officers have carried out an extensive consultation and research and a full Equality Analysis. The findings of the analysis show that the groups that are over-represented in PRS are ethnic minority groups (notably Asian, but also including White: Other groups), older adults, people under 35, households with children (including single parent households), as well as people with disabilities and long-term health conditions, socio-economic and other vulnerable groups.
- 7.4 All equality groups are likely to benefit from improvements in engagement, communication and signposting information between the council, landlords and tenants and other service providers. Information would relate to such matters as changes in the law affecting the PRS, energy efficiency measures and grants availability, information on local organisations and agencies which may be able to provide support. One of the intended outcomes of licensing is that landlords will be more aware of their duties under the Equality Act 2010 and of the support and funding available to them and their tenants such as the Disabled Facilities Grant for reasonable adaptations. Disabled people will also benefit from the need for PRS homes to comply with the Housing Health and Safety Rating System in terms of reasonable adaptations, reducing trip hazards and falls, personal hygiene and sanitary facilities, as well as the requirements around excess cold, which can cause or exacerbate poor health. This will further enhance the equality outcomes for people with disabilities and long-term health conditions, older adults and their carers, as well as other vulnerable groups.
- 7.5 One of the key aims of licensing is to reduce antisocial behaviour, including hate crime and homophobic incidents. This will benefit all protected characteristics, including sexual orientation, gender identity, disability, race and religion.
- 7.6 The Equality Analysis, however, has also identified some potential negative consequences for over-represented equality groups in the affected landlord, agent and tenant cohorts. Black, Asian and minority ethnic (BAME) landlords are overrepresented in Brent, and it is recognised that the introduction of the scheme is likely to have a greater impact on them in relation to increased business costs and potential financial penalties.
- 7.7 The main identified risk of negative impact at this stage is the possibility that the introduction of licensing may lead some landlords – particularly those likely to struggle to comply with licensing conditions – to withdraw from the market and evict their tenants. It is not possible to assess the scale of this risk accurately, although experience elsewhere has not demonstrated any significant withdrawal from the market. The findings of the study by Future of London (2017) bear directly on this point and will be considered in the

implementation of any scheme. Any impact, in this or other areas, will be monitored closely and will inform regular reviews of the operation of licensing.

- 7.8 It is likely that tenants most impacted by licensing will be among the lower income groups in the sector, living in the poorest quality housing and, similarly, that the landlords of these properties will experience the greatest impact from their perspective.
- 7.9 In addition, data indicates that Black and Asian tenants are over-represented in the private rented sector. There is a high presence of European migrants in the sector. Again, it is likely that many of these are living in properties at the poorer condition end of the market.
- 7.10 Some landlords may seek to pass on costs arising from the scheme to tenants, which may result in cases of tenant displacement and landlords' claims for possession through both legal and illegal actions. If landlords decide to increase rents, tenants from over-represented equality groups such as people under 35, migrants, single parent households may be particularly affected by this. However, based on the PRS team's experience of licensing over the past seven years and that of other Councils who have introduced s licensing, it is believed that this unintended outcome is very unlikely to materialise.
- 7.11 Tenants may also potentially be affected by enforcement actions against landlords of overcrowded properties. Wherever possible the Council will work with landlords to make properties fit for the number of tenants. In cases when tenants have been unlawfully displaced or evicted, every effort will be made to effectively support and signpost them to available information and support.

## **8.0 Climate Change and Environmental Considerations**

8.1 Not considered for this report.

## **9.0 Human Resources/Property Considerations (if appropriate)**

9.1 None.


## **10.0 Communication Considerations**

10.1 There are no communication considerations arising from this report.

**Report sign off:**

**Peter Gadsdon**

Corporate Director of Resident Services

 <b>Brent</b>	<p align="center"><b>Community and Wellbeing Committee</b> 22 November 2023</p>
	<p align="center"><b>Report from the Corporate Director of Communities and Regeneration</b></p>
<p><b>Scrutiny Recommendations Tracker</b></p>	

<b>Wards Affected:</b>	All
<b>Key or Non-Key Decision:</b>	Non-Key Decision
<b>Open or Part/Fully Exempt:</b> <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	Open
<b>List of Appendices:</b>	Appendix 1 – Scrutiny Recommendations and Information Requests Tracker 2022-23 Appendix 2 – Scrutiny Recommendations and Information Requests Tracker 2023-24
<b>Background Papers:</b>	None
<b>Contact Officer(s):</b> <small>(Name, Title, Contact Details)</small>	<p>Chatan Popat Strategy Lead - Scrutiny, Strategy and Partnerships <a href="mailto:chatan.popat@brent.gov.uk">chatan.popat@brent.gov.uk</a></p> <p>Janet Latinwo Head of Strategy and Partnerships, Strategy and Partnerships <a href="mailto:Janet.Latinwo@brent.gov.uk">Janet.Latinwo@brent.gov.uk</a></p>

## 1.0 Purpose of the Report

1.1 To present the latest scrutiny recommendations tracker to the Community and Wellbeing Scrutiny Committee.

## 2.0 Recommendation

2.1 That:

The committee note the recommendations, suggestions and information requests.

## 3.0 Background

## **Contribution to Borough Plan Priorities & Strategic Context**

- Borough Plan 2023-2027 – all strategic priorities

- 3.1 The Recommendations Tracker tabled in Appendix 1 and Appendix 2 at the 21 September 2023 meeting relates to the both the 2022/23 and 2023/24 municipal year.
- 3.2 In accordance with Part 4 of the Brent Council Constitution (Standing Orders of Committees), Brent Council scrutiny committees may make recommendations to the Full Council or the Cabinet with respect to any functions which are the responsibility of the Executive, or of any functions which are not the responsibility of the Executive, or on matters which affect the borough or its inhabitants.
- 3.3 The Community and Wellbeing Scrutiny Committee may not make executive decisions. Scrutiny recommendations therefore require consideration and decision by the appropriate decision maker; the Cabinet or Full Council for policy and budgetary decisions.
- 3.4 The 2022/23 and 2023/24 scrutiny recommendations tracker, outlined in Appendix 1 and 2 provides a summary of the scrutiny recommendations made during those municipal years, in order to track executive decisions and any implementation progress. It also includes suggestions of improvement and information requests, as captured in the minutes of the committee meetings.

### **4.0 Procedure for Recommendations from Scrutiny Committees**

- 4.1 Where scrutiny committees make recommendations to the Cabinet, these will be referred to the Cabinet requesting an Executive Response and the issue will be published on the Council's Forward Plan. This will instigate the preparation of a report to Cabinet and the necessary consideration of the response.
- 4.2 Where scrutiny committees develop reports or recommendations to Full Council (e.g. in the case of policy and budgetary decisions), the same process will be followed, with a report to Cabinet to agree an Executive Response, and thereafter, a report to Full Council for consideration of the scrutiny report and recommendations along with the Cabinet's response.
- 4.3 Where scrutiny committees have powers under their terms of reference to make reports or recommendations to external decision makers (e.g. NHS bodies), the relevant external decision maker shall be notified in writing, providing them with a copy of the Committee's report and recommendations, and requesting a response.
- 4.4 Once the Executive Response has been agreed, the scrutiny committee shall receive a report to receive the response and the Committee may review

implementation of the Executive's decisions after such a period as these may reasonably be implemented (review date).

## **5.0 Stakeholder and ward member consultation and engagement**

5.1 The recommendations, suggestions for improvement and information requests are established by the Community and Wellbeing Committee. Beyond this there is no formal consultation or engagement.

## **6.0 Financial Considerations**

6.1 There are no financial implications for the purposes of this report.

## **7.0 Legal Considerations**

7.1 Section 9F, Part 1A of the Local Government Act 2000, *Overview and scrutiny committees: functions*, requires that Executive arrangements by a local authority must ensure that its overview and scrutiny committees have the power to make reports or recommendations to the authority or the executive with respect to the discharge of any functions which are or are not the responsibility of the executive, or on matters which affect the Authority's area or the inhabitants of that area.

7.2 Section 9FE, *Duty of authority or executive to respond to overview and scrutiny committee*, requires that the authority or executive;-  
(a) consider the report or recommendations,  
(b) respond to the overview and scrutiny committee indicating what (if any) action the authority, or the executive, proposes to take,  
(c) if the overview and scrutiny committee has published the report or recommendations, publish the response, within two months beginning with the date on which the authority or executive received the report or recommendations.

## **8.0 Equality, Diversity & Inclusion (EDI) Considerations**

8.1 There are no equality implications for the purposes of this report.

## **9.0 Climate Change and Environmental Considerations**

9.1 None for the purposes of this report.

## **10.0 Communication Considerations**

10.1 None for the purposes of this report.

**Report sign off:**

**Zahur Khan**

Corporate Director, Communities and Regeneration

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### Community and Wellbeing Scrutiny Committee Scrutiny Recommendations and Information Request Tracker 2022-23

These tables are to track the progress of scrutiny recommendations and suggestions for improvement made by the Community and Wellbeing Scrutiny Committee, with details provided by the relevant lead departments. It is a standing item on the Committee's agendas, so that the Committee can keep track of the recommendations, suggestions and requests it has made, and the related the decisions made and implementation status. The tracker lists the recommendations, suggestions and information requests made by the committee throughout a municipal year and any recommendations not fully implemented from previous years.

The tracker documents the scrutiny recommendations to Cabinet made, the dates when they were made, the decision maker who can make each decision in respect of the recommendations, the date the decision was made and the actual decision taken. The executive decision taken may be the same as the scrutiny recommendation (e.g. the recommendation was "agreed") or it may be a different decision, which should be clarified here. The tracker also asks if the respective executive decisions have been implemented and this should be updated accordingly throughout the year.

Scrutiny Task Group report recommendations should be included here but referenced collectively (e.g. the name of the scrutiny inquiry and date of the agreement of the scrutiny report and recommendations by the scrutiny committee, along with the respective dates when the decision maker(s) considered and responded to the report and recommendations. The Committee should generally review the implementation of scrutiny task group report recommendations separately with stand-alone agenda items at relevant junctures – e.g. the Executive Response to a scrutiny report and after six months or a year, or upon expected implementation of the agreed recommendation of report. The "Expected Implementation Date" should provide an indication of a suitable time for review.

#### **Key:**

**Date of scrutiny committee meeting** - For each table, the date of scrutiny committee meeting when the recommendation was made is provided in the subtitle header.

**Subject** – this is the item title on the committee's agenda; the subject being considered.

**Scrutiny Recommendation** – This is the text of the scrutiny recommendation as it appears on the minutes – **in bold**.

**Decision Maker** – the decision maker for the recommendation, (**in bold**), e.g. the Cabinet (for Council executive decisions), full Council (for Council policy and budgetary decisions), or an NHS executive body for recommendations to the NHS. In brackets, (date), the date on which the Executive Response was made.

**Executive Response** – The response of the decision maker (e.g. Cabinet decision) for the recommendation. This should be the executive decision as recorded in the minutes. The Executive Response should provide details of what, if anything, the executive will do in response to the scrutiny recommendation. Ideally, the Executive Response will include a decision to either agree/reject/or amend the scrutiny recommendation and where the scrutiny recommendation is rejected, provide an explanation of why. In brackets, provide the date of Cabinet/executive meeting that considered the scrutiny recommendation and made the decision.

**Department** – the Council directorate (and/or external agencies) that are responsible for implementation of the agreed executive decision/response. Also provided, for reference only, the relevant Cabinet Member and strategic director.

**Implementation Status** – This is the progress of any implementation of the agreed Executive Response against key milestones. This may cross reference to any specific actions and deadlines that may be provided in the Executive Response. This should be as specific and quantifiable as possible. This should also provide, as far as possible, any evidenced outcomes or improvements resulting from implementation.

**Review Date** - This is the expected date when the agreed Executive Response should be fully implemented and when the scrutiny committee may usefully review the implementation and any evidenced outcomes (e.g. service improvements). (Note: this is the implementation of the agreed Executive Response, which may not be the same as the scrutiny recommendation).



Recorded Recommendations to Cabinet from CWBSC

Meeting date and agenda item	Scrutiny Recommendation	Cabinet Member, Lead Officer, and Department	Executive Response	Implementation Status	Review date

Recorded suggestions for improvement from to Council departments/partners

Page 83

Meeting date and agenda item	Suggestions for improvement	Council Department/External Partner	Response	Status
5 July 2022 – Adult Care Services	To recommend that Adult Social Care embeds a pathway for carers within the Carers Strategy when it was relaunched.	<b>Adult Social Care &amp; Health – Adult Social Care</b>	<p>Adult Social Care is currently in the process of redesigning the customer pathway in partnership with colleagues from the transformation service. A revised customer journey map will be available later this year.</p> <p><b>March 2023 Update:</b>                      A “soft launch” of the Carers Strategy will commence during April 2023. This will include a carer’s pathway/journey to ASC services. As part of this work, Adult Social Care colleagues have attended a number of carers engagement sessions over the last three months. This is part of our commitment to co-production/design of carers services in Brent and to support the council to understand the needs of unpaid carers in our community. All contributions will be considered as we work together with the Carers project group to craft the final strategy. The face-to-face engagement sessions have really supported the development of a fuller carers offer.</p>	

	To recommend utilising Community Champions to help with the engagement of different communities within Brent.	<b>Adult Social Care &amp; Health – Adult Social Care</b>	Adult Social Care is always looking at ways to utilise community and operational carers champions in engagement and via the carers board and forums. This will be done through adult social care operational carers champions who will strengthen communication, seek to enhance our understanding of the user experience and representation at the carers board, especially for residents and carers of people with mental health support needs and learning disabilities.	
22 September 2022 – Implementation of SEND review	To recommend that an event takes place at the Civic centre showcasing the work on SEND within the council.	<b>Children and Young People</b>	There is to be a celebration event of children and young people with SEND in early Spring. This will be coproduced with parents/carers and young people. Along with a celebration of young people the event will offer the opportunity to share the work undertaken to date and establish our priorities based on the expectation of a government White Paper being produced in the coming months. Details on the event will be shared once a date is confirmed.	
	That the SEND green paper is circulated to all relevant stakeholders included all school staff.	<b>Children and Young People</b>	The green paper was circulated to settings and schools via the Headteachers' Bulletin and SENCO Forum; to health staff and the parent/carer forum via the strategic partnership board. Links to the green paper are also on the Local Offer which is hosted on the Council's website.	
	That that there is a framework for more joined up working with the ICP / ICS on SEND	<b>Children and Young People</b>	The ICP has established the priorities for children and young people for which meeting the needs of children with SEND is a key theme.	
22 September 2022 – Early Help	To recommend that a representative from the parent's forum or steering group attends a relevant scrutiny committee meeting.	<b>Children and Young People</b>	Members of the parent forum and members of the FWC local steering groups have been spoken to and they have indicated their willingness to attend scrutiny as and when required.	

	To recommend that the council continues to work in partnership with the community and voluntary sector on early help.	<b>Children and Young People</b>	All service areas will continue to work in partnership with the community and voluntary sector on early help. The Early Help network includes professionals from all the universal and targeted VCS services for families in Brent.	
22 November 2022 – Transitional Safeguarding Task Group 12 Month Update	To recommend that the Black Community Action Plan team are consulted on within the traditional safeguarding approach. To ensure that the voices of young black people are reflected in the council's approach.	<b>Adult Social Care &amp; Health – Adult Social Care</b>	Agreed. As part of the development of the council's transitional safeguarding approach. The council is working in partnership with the Young Brent Foundation to ensure that all communities in Brent are represented in the engagement.	
22 November 2022 – Brent Safeguarding Adults Board Annual Report	To recommend that a narrative is further developed to compliment safeguarding data within future Safeguarding Adults Board annual reports.	<b>Brent Safeguarding Adults Board</b>	Additional narrative was added to the current annual report in order to provide clarity on the data contained within it. Greater attention will be paid to the narrative to better explain the data within future annual reports. The link to the amended annual report can be found here: <a href="https://brentsafeguardingpartnerships.uk/adults/article.php?id=974&amp;menu=1&amp;sub_menu=9">https://brentsafeguardingpartnerships.uk/adults/article.php?id=974&amp;menu=1&amp;sub_menu=9</a>	
	To recommend that additional equalities statistics are include as part of future Safeguarding Adults Board annual reports.	<b>Brent Safeguarding Adults Board</b>	Appropriate additional equalities statistics will be included within next year's annual report.	
	To recommend that there is extensive training on adult safeguarding issues amongst partner organisations to drive up standards.	<b>Brent Safeguarding Adults Board</b>	The Safeguarding Adults Board has a statutory role in ensuring that lessons are learned. This includes having a learning and development programme. Elected members should note that the SAB has been busy agreeing and scoping its new strategic priorities for the coming years and that the learning and development programme will grow from these priorities. Therefore, the main progress in relation to this area will come after the priorities have been agreed and scoped which will fall just outside the next annual report. However, members can be given an update in relation to this on request.	

	To recommend that there be an outline of what successful partnership working looks like and details on how partners are working to improve safeguarding processes in individual agencies in future Safeguarding Adults Board annual reports.	<b>Brent Safeguarding Adults Board</b>	This will be evidenced within future annual reports by highlighting the work of the SAB and its sub-groups and also in relation to Safeguarding Adult Reviews.	
	To recommend that information is shared on areas of improvement for the Brent Safeguarding Adults Board and the action plans to address them.	<b>Brent Safeguarding Adults Board</b>	The current period is a time of change for Brent SAB. The new Independent Chair is working collaboratively with partners to continue developing the SAB and its sub-groups. Any changes to the SAB, its constitution and its structures will be reported on within the next annual report.	
22 November 2022 -Brent Safeguarding Children Partnership Annual Report	To recommend that more information on the partnerships key achievements is included within future Brent Safeguarding Children Partnership Annual Reports.	<b>Brent Safeguarding Children's Partnership</b>	Agreed. The annual report covering the period 1 October 2022 – 30 September 2023 will include more information on the safeguarding children partnership's key achievements and learning from local partnership reviews of serious safeguarding incidents, where appropriate, giving due consideration to sensitivity and confidentiality.	
	To recommend that more information and details on how learnings from rapid reviews are incorporated into future working of the partnership.	<b>Brent Safeguarding Children's Partnership</b>	Agreed. The annual report covering the period 1 October 2022 – 30 September 2023 will include more information on the safeguarding children partnership's key achievements and learning from local partnership reviews of serious safeguarding incidents, where appropriate, giving due consideration to sensitivity and confidentiality.	
25 January 2023 – Mental Health and Wellbeing Subgroup	To recommend that more detailed statistics on demographics of residents accessing mental health and wellbeing support are included in future reports, and to ensure these statistics are accessible and easy to understand.	<b>Brent Borough Based Partnership (Brent Integrated Care Partnership)</b>	Representatives from the ICP have confirmed that this can be included in future reports.	
25 January 2023 – Mental Health and Wellbeing Subgroup	To recommend that a report on the work of Brent Health Matters is brought to the committee at a future date.	<b>Brent Borough Based Partnership (Brent Integrated Care Partnership)</b>	Representatives from the ICP have agreed to bring a report on the work of Brent Health Matters to a future committee meeting.	

25 January 2023 – Brent Housing Management	To recommend that future reports include a more detailed breakdown of the nature of repairs to understand what types of repairs are being completed on time and those that aren't.	<b>Resident Services – Housing</b>	Brent Housing Management will ensure that future reports include a more detailed breakdown of the nature of repairs, so that the committee can better understand what types of repairs are being completed on time	
25 January 2023 – Brent Housing Management	To recommend that council policies are signposted to or included in future reports when they are referenced.	<b>Governance</b>	Agreed. The report writing style guide will be updated to include to include a heading 'Council Policies Referenced' where officers will be advised to add a link to referenced policies (if applicable).	
7 March 2023 - Update on school attainment, including for Black British boys of Caribbean heritage	To recommend that future reports to this committee about the attainment of Black Caribbean Boys to be structured around the journey of the child. In practice this will consist of outlining their educational experiences and outcomes from early years to the end of secondary school.	<b>Children and Young People</b>	The Children and Young People's department accepts this recommendation which will be taken forward in future reports.	
7 March 2023 - Update on school attainment, including for Black British boys of Caribbean heritage	To recommend that a future report highlights the specific challenges that are addressed at Early Years stages in relation to school attainment.	<b>Children and Young People</b>	The Children and Young People's department accepts this recommendation which will be taken forward in future reports.	
7 March 2023 - Update on school attainment, including for Black British boys of Caribbean heritage	To recommend that future reports on this issue include a wider narrative on reasons for historically lower attainment for Black British boys of Caribbean heritage, to give the committee a sense of the bigger picture.	<b>Children and Young People</b>	The Children and Young People's department accepts this recommendation which will be taken forward in future reports.	

7 March 2023 - Update on school attainment, including for Black British boys of Caribbean heritage	To include more information on the underlying issues that contribute to poor school attainment for this cohort in future reports.	<b>Children and Young People</b>	The Children and Young People's department accepts this recommendation which will be taken forward in future reports.	
7 March – Mental Health and Wellbeing for Children and Young People including CAMHS	To receive data on which mental health conditions are most prevalent in children and young people in Brent, and for this to be included in future reports to this committee	<b>Children and Young People</b>	Provided within a confidential briefing to the committee due to sensitivity.	
7 March 2023 - Immunisations	To recommend that targeted engagement and work with communities in Brent is accelerated to improve health outcomes of vaccine hesitant groups of residents	<b>Adult Social Care &amp; Health - Health</b>	Recommendation accepted (and welcomed). The work of Brent Health Matters and Public Health in outreaching to communities has shown impact in reducing inequalities in COVID vaccination. The ICP has agreed to extent this approach to inequalities to children and young people's health issues with immunisation as a priority within this. A business case to expand the BHM model to include children is under development.	
7 March 2023 - Immunisations	To recommend that NHSE works in partnership with local authorities to ensure that targeted and community specific council communications compliment national messaging.	<b>Adult Social Care &amp; Health - Health</b>	Recommendation accepted (and welcomed). Council communications colleagues and public health have made contact with NHS communication leads to develop a local plan.	
7 March 2023 - Immunisations	To recommend that a collaborative approach and joint working between public health and Brent Health Matters is developed to increase vaccination uptake, including for HPV.	<b>NHS England</b>	Agreed to be provided W/C 17 April.	
18 April 2023 – Casey Review 1 Year Update	To recommend that there is consideration of the impact of event days on the wider borough in further updates on the implementation of the Casey Review recommendations.	<b>Brent Council</b>	All areas beyond the Zone Ex area (i.e. the area immediately surrounding Wembley Stadium) are being taken into consideration during routine event day planning and event activities delivered on the day. This includes areas such as Wembley Park, Wembley Central and even Kilburn where we officers have been made aware that there may be a high number of visitors and therefore potential fan related ASB issues. The council's PSPO, CCTV	

			Control Room and relationship with our partners such as the Metropolitan Police now extends across the whole borough in order to address the wider event day impact on the area by assisting us in monitoring and managing event related ASB as it occurs in the outlying areas as well.	
18 April 2023 – Casey Review 1 Year Update	To recommend that the FA involve local Brent residents and infrastructure within national FA anti-racism campaigns, and for future reports to include a wider view of the campaigns currently underway to change fan behaviour.	<b>The Football Association</b>	Love Football Protect the Game will be activated around matches towards the end of the 2023/24 season and the campaign then relaunched for the 2024/25 season. The FA will look into ways of engaging Brent communities in the relaunch for the new season or any activations around the stadium.	
18 April 2023 – Casey Review 1 Year Update	To recommend that communications on restrictions on street drinking in surrounding areas of Wembley, outside of event zones are developed to encourage good behaviour on event days in these areas.	<b>Brent Council</b>	The council has put in place a boroughwide PSPO which amongst other things, prohibits street drinking. The communication for the PSPO includes signage placed on the public highway and in parks. The council is also currently in communication with all premises responsible for the supply of alcohol and works closely with them to ensure that at high risk events, alcohol is not supplied. This communication also includes the risk rating of each event, giving businesses the opportunity to put measures in place where necessary and meetings with the relevant football clubs prior to each event, who in turn advise their fans of what is expected of them when they attend Wembley. Officers are also in the process of developing a program of education and engagement across the borough, specifically around PSPO awareness.	
18 April 2023 – Casey Review 1 Year Update	To explore possibilities to widen police presence further than Wembley Park on event days.	<b>Metropolitan Police</b>	For each fixture, the police review the deployments and the resourcing numbers. They are constantly looking to review the police numbers on football and ensuring they perform core policing roles. Within each operation there is always mobile asset that will respond to intelligence on where fans will gather and respond proportionately. Examples beyond Wembley Park include the focus around The Torch Public House when Man Utd are playing and the Kilburn areas.	

18 April 2023 – Casey Review 1 Year Update	To explore the impact of online delivery alcohol vendors on fan behaviour and street drinking.	<b>Brent Council</b>	Evidence has shown that alcohol being surrendered at Wembley Stadium events predominantly comes from fans who bring it into the area via public transport or private coaches or at times, from local businesses outside of the Wembley Park area. Officers involved in event working are not currently aware of and have not seen evidence of online delivery alcohol vendors supplying alcohol to fans in the area, but recognise this as a potential future risk as officers continue to enforce the PSPO. Officers will therefore monitor closely, raise awareness with partners and consider in advance options to tackle the issue should it arise.	
18 April 2023 – Casey Review 1 Year Update	To recommend that policing continues to be evidence led on match days and that effective communication between branches of the police is continued to ensure event days at Wembley Stadium are safe and can be enjoyed by all, including with British Transport Police.	<b>Metropolitan Police</b>	The MPS planning for Wembley events starts many weeks and often months (when teams are known) in advance. Crucial to this is the intelligence picture. MPS intel staff link in with the dedicated football officer for the clubs playing at Wembley. Sharing of information and intelligence happens early and plans are set based upon the threat, harm and risk for each fixture. Information from many stakeholders helps build the picture for the event. Consistency in command teams is also key to planning and successful delivery. BTP are part of the planning meetings early on. On match day they work with our Vulcan Units to ensure the early 'heads up' on groups travelling towards the footprint or in central London. Handing over risk groups from BTP to the MPS at transport hubs is a smooth process and we constantly review our tactics.	
18 April 2023 – Northwick Park Maternity Improvement Plan Progress Update	To recommend that inequalities in maternity care and racism within the system must be tackled as a priority at both system and place levels.	<b>London North West University Healthcare NHS Trust</b>	To follow.	
18 April 2023 – Community Diagnostic Centres	To recommend that groups who are more likely to be impacted by health inequalities will be engaged with and will have more opportunities to access these services.	<b>London North West University Healthcare NHS Trust</b>	The committee will be aware that the new Community Diagnostic Centres (CDCs) in Wembley and Willesden will be strategically located in relation to clusters of deprivation and disadvantaged communities in north west London. The triple aim of these CDCs is to increase diagnostic capacity, reduce health inequalities, and improve the health of the entire population of north west London.	



			<p>The two centres will be fully integrated into the existing network of diagnostic services across north west London, and referral to a CDC will result from a GP or hospital doctor requesting one or more diagnostic tests in the usual way.</p> <p>A range of explanatory information and advice for patients, GPs and other stakeholders is in preparation. As these additional diagnostic services bed-in, we will engage with patient groups to ensure all information and advice on CDCs remains clear and accessible, with alternative languages provided as required. There will be additional ongoing engagement with diverse communities through the Integrated Care Board engagement teams.</p>	
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**Information requests from CWBSC to Council departments/partners**

Meeting date and agenda item	Information requests	Council Department/External Partner	Response
5 July 2022 End of Life Care	How many people attended the 15 June engagement event?	<b>Northwest London Integrated Care System</b>	There were 24 attendees at the Brent engagement event on June 15th, 2022.
5 July 2022 End of Life Care	How does the NHS work to engage with people with disabilities and what are the plans moving forward?	<b>Northwest London Integrated Care System</b>	<p>In order to develop our proposals NHS North West London has taken the opportunity to look at the best ways to gather different perspectives and the widest range of feedback and evidence we can to influence discussions on the future model of care.</p> <p>Remembering that palliative care is usually provided when needs of a patient becomes more complex and goes beyond the expertise and knowledge of a patient's generalist and usual care team (e.g. GP and district nurse). This means the patient may have a range of health conditions including many that may fall amongst common definitions of disability which would include a range of learning, mental health and physical disabilities.</p> <p>We have looked at obtaining feedback direct from Brent and North West London residents who have direct experience of community-based specialist palliative care services as well as the wider population. We have also looked to gather views of experts – colleagues working in commissioning and provider organisations as well voluntary, community and faith sectors.</p> <p>We have done so by a range of methodologies, for example:</p> <ul style="list-style-type: none"> <li>• Webinars involving service users, carers, voluntary, community and faith organisations, and staff</li> <li>• Surveys</li> <li>• Attending meetings of different groups to obtain feedback</li> <li>• 1:1 interviews with individuals and expert representatives</li> </ul>

		<ul style="list-style-type: none"> <li>• Developing case studies that show the in-depth experiences of people who have used services</li> <li>• Using existing research to provide evidence (literature reviews)</li> </ul> <p>With regards to people who live with a disability, we have sought to seek people's views and address this using all these methodologies. Further work needs to take place to seek feedback from certain groups including vision and hearing. We welcome further feedback and suggestions from Brent Council on how we can further engage with people living with a disability. Please let us know by emailing <a href="mailto:nhsnwlicb.endoflife@nhs.net">nhsnwlicb.endoflife@nhs.net</a></p> <p><b>Literature reviews</b></p> <p>We started discussing with experts (commissioners and colleagues in provider organisations who provide care and support) to agree the best approach to gaining feedback. In the case of people with learning disabilities, they advised that that a lot of research had already been carried out which we would be repeating.</p> <p>The decision was therefore made to carry out a literature review using existing research as this would be the best approach in terms of understanding what we need to improve on in terms of community based specialist palliative care for people from a number of different groups and demographics. Once the review was carried out we tested it back with our experts to ensure we had analysed it correctly and made changes according to their advice.</p> <p>The purpose of the reviews was to identify the reasons why people who live with a learning disabilities do not have fair and equitable access to community based palliative care. As part of this we specifically looked at barriers to accessing and improving care, challenges for those working within the healthcare system and how to make improvements.</p> <p>The review outlines a number of recommendations to be taken forward with potential improvements grouped under four headings – education, communication, collaboration and health and social care delivery.</p> <p>A further literature review was carried out for people who are experiencing homelessness. Both reviews can be found at <a href="https://www.nwlondonics.nhs.uk/get-involved/cspc/how-get-involved/literature-reviews">https://www.nwlondonics.nhs.uk/get-involved/cspc/how-get-involved/literature-reviews</a></p> <p><b>Case studies</b></p> <p>We want to use case studies to illustrate the good experiences and the challenges that people face when using community-based specialist palliative care services so that we can learn from their experiences.</p> <p>The case stories are drawn from people who contacted us via our engagement activity who wanted to tell us about their experiences of services when caring for a loved one.</p> <p>The people covered by the case studies cover a range of health conditions including Creutzfeldt–Jakob disease, cancer, Alzheimer's disease and other health conditions.</p> <p>The model of care working group have fed back that they find the case studies particularly useful in illustrating issues that need to be addressed by the review.</p> <p>The case studies can be found here: <a href="https://www.nwlondonics.nhs.uk/get-involved/cspc/how-get-involved/case-studies">https://www.nwlondonics.nhs.uk/get-involved/cspc/how-get-involved/case-studies</a></p> <p><b>Interviews</b></p> <p>We have used 1:1 interviews as a way of obtaining information from experts and representatives of particular groups including people living with dementia, BAME groups and a group providing a range of services to marginalised groups, including trans, non-binary and gender diverse people. More interviews are planned including experts representing people living with a mental health illness.</p> <p>The interviews can be found within our wider engagement activity report which can be found here: <a href="https://www.nwlondonics.nhs.uk/get-involved/cspc/how-get-involved">https://www.nwlondonics.nhs.uk/get-involved/cspc/how-get-involved</a></p> <p><b>Surveys</b></p>
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			<p>We used a number of surveys to ask detailed question that could be analysed and fed into the review. In the equality and diversity monitoring form we included a question asking respondents if they had a diversity and giving them an option to indicate their disability if they wished.</p> <p>Out of a total of 53 responses 20% advised their day to day activity was either limited a lot or limited a little because of a health problem or disability that has lasted or is expected to last at least 12 months.</p> <p>A survey aimed at community and voluntary sector found that out of a total of 47 respondents advised that 36 % advised their day to day activity was either limited a lot or limited a little because of a health problem or disability that has lasted or is expected to last at least 12 months.</p> <p>The analysis of the survey can be found online here: <a href="https://www.nwlondonics.nhs.uk/get-involved/cspc/how-get-involved/surveys">https://www.nwlondonics.nhs.uk/get-involved/cspc/how-get-involved/surveys</a></p>														
5 July 2022 Update on Day Opportunities	Adult Social Care to provide a detailed breakdown of the numbers of residents using day opportunities who have mental health issues, disabilities or both.	<b>Adult Social Care &amp; Health – Adult Social Care</b>	<p>Some residents receiving support from Brent Adult Social care have a dual diagnosis. We have extracted data from the Brent Adult Social Care electronic Mosaic system where resident's needs are recorded based on their primary support needs.</p> <table border="1"> <thead> <tr> <th>Primary Service User Support Need</th> <th>Number of people using Day Opportunities</th> </tr> </thead> <tbody> <tr> <td>Support with memory &amp; cognition</td> <td>12</td> </tr> <tr> <td>Sensory Support</td> <td>1</td> </tr> <tr> <td>Physical Disability</td> <td>103</td> </tr> <tr> <td>Mental Health</td> <td>2</td> </tr> <tr> <td>Learning Disability</td> <td>204</td> </tr> <tr> <td>Total</td> <td>322</td> </tr> </tbody> </table>	Primary Service User Support Need	Number of people using Day Opportunities	Support with memory & cognition	12	Sensory Support	1	Physical Disability	103	Mental Health	2	Learning Disability	204	Total	322
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	Adult Social Care to provide data on the effectiveness on different engagement methods in regard to promoting day opportunities.	<b>Adult Social Care &amp; Health – Adult Social Care</b>	<p>To date, Adult Social Care Commissioners have organised three information sessions. These sessions are primarily aimed at social care practitioners. This is to ensure that practitioners are aware of the local offer post-pandemic.</p> <p>These events have taken place both virtually and in-person as detailed below and were well attended by Health &amp; Social care staff.</p> <p>Day Opportunity providers shared timetables and information packs with attendees. Future events are planned to promote Day Opportunities for residents who are eligible for this offer.</p> <p>4th August 2021 – Virtual (Learning Disabilities) 2nd February 2022 – Virtual 24th May 2022 – In Person at Brent Civic Centre</p> <p>With regards to the impact of the work we're doing to get the number of people using day opportunities to increase, to date we haven't seen an increase but it's early days. We will hold another event in September with day opportunities providers and social workers to promote day opportunities and for providers to speak directly to our staff.</p>														

5 July 2022 – Adult Care Services	To provide a demographic breakdown of carers in Brent by age, ethnicity, gender etc.	<b>Adult Social Care &amp; Health – Adult Social Care</b>	<p>A breakdown is provided below: please note that for Gender, the response prefer not to say was excluded from the figures. This means that the gender figures do not fully equate to 100% of Brent carers, but are representative of those willing to state their gender.</p> <table border="1" data-bbox="902 344 1951 1018"> <thead> <tr> <th data-bbox="902 344 1518 416">Age (unknown excluded)</th> <th data-bbox="1518 344 1951 416">% of Brent Carers</th> </tr> </thead> <tbody> <tr> <td data-bbox="902 416 1518 451">18 – 24</td> <td data-bbox="1518 416 1951 451">1%</td> </tr> <tr> <td data-bbox="902 451 1518 486">25 – 34</td> <td data-bbox="1518 451 1951 486">3%</td> </tr> <tr> <td data-bbox="902 486 1518 521">35 – 44</td> <td data-bbox="1518 486 1951 521">4%</td> </tr> <tr> <td data-bbox="902 521 1518 557">45 – 54</td> <td data-bbox="1518 521 1951 557">17%</td> </tr> <tr> <td data-bbox="902 557 1518 592">55 – 64</td> <td data-bbox="1518 557 1951 592">29%</td> </tr> <tr> <td data-bbox="902 592 1518 627">65 – 74</td> <td data-bbox="1518 592 1951 627">22%</td> </tr> <tr> <td data-bbox="902 627 1518 662">75 – 84</td> <td data-bbox="1518 627 1951 662">18%</td> </tr> <tr> <td data-bbox="902 662 1518 697">85+</td> <td data-bbox="1518 662 1951 697">7%</td> </tr> <tr> <td data-bbox="902 697 1518 732"><b>Gender</b></td> <td data-bbox="1518 697 1951 732"><b>% of Brent Carers</b></td> </tr> <tr> <td data-bbox="902 732 1518 767">Female</td> <td data-bbox="1518 732 1951 767">75%</td> </tr> <tr> <td data-bbox="902 767 1518 802">Male</td> <td data-bbox="1518 767 1951 802">25%</td> </tr> <tr> <td data-bbox="902 802 1518 837"><b>Ethnicity</b></td> <td data-bbox="1518 802 1951 837"><b>% of Brent Carers</b></td> </tr> <tr> <td data-bbox="902 837 1518 873">Asian or Asian British</td> <td data-bbox="1518 837 1951 873">39%</td> </tr> <tr> <td data-bbox="902 873 1518 908">Black or Black British</td> <td data-bbox="1518 873 1951 908">29%</td> </tr> <tr> <td data-bbox="902 908 1518 943">White</td> <td data-bbox="1518 908 1951 943">21%</td> </tr> <tr> <td data-bbox="902 943 1518 978">Other Ethnic Groups</td> <td data-bbox="1518 943 1951 978">4%</td> </tr> <tr> <td data-bbox="902 978 1518 1013">Mixed / Multiple</td> <td data-bbox="1518 978 1951 1013">1%</td> </tr> <tr> <td data-bbox="902 1013 1518 1018">Not Stated / Undeclared</td> <td data-bbox="1518 1013 1951 1018">7%</td> </tr> </tbody> </table>	Age (unknown excluded)	% of Brent Carers	18 – 24	1%	25 – 34	3%	35 – 44	4%	45 – 54	17%	55 – 64	29%	65 – 74	22%	75 – 84	18%	85+	7%	<b>Gender</b>	<b>% of Brent Carers</b>	Female	75%	Male	25%	<b>Ethnicity</b>	<b>% of Brent Carers</b>	Asian or Asian British	39%	Black or Black British	29%	White	21%	Other Ethnic Groups	4%	Mixed / Multiple	1%	Not Stated / Undeclared	7%
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5 July 2022 – Adult Care Services	To provide a breakdown of the number of carers that provide care for each need, i.e. mental health, learning disability, older people/dementia, physical disability	<b>Adult Social Care &amp; Health – Adult Social Care</b>	<table border="1"> <thead> <tr> <th>Service User Primary Need Group</th> <th>% Of Brent Carers</th> </tr> </thead> <tbody> <tr> <td>Physical Support</td> <td>57.7%</td> </tr> <tr> <td>Learning Disability</td> <td>32.2%</td> </tr> <tr> <td>Support with Memory &amp; Cognition</td> <td>5.7%</td> </tr> <tr> <td>Mental Health</td> <td>0.9%</td> </tr> <tr> <td>Family in Acute Stress</td> <td>0.1%</td> </tr> <tr> <td>Disability</td> <td>1.4%</td> </tr> <tr> <td>Sensory Support</td> <td>1.0%</td> </tr> <tr> <td>Social Support</td> <td>0.9%</td> </tr> </tbody> </table>	Service User Primary Need Group	% Of Brent Carers	Physical Support	57.7%	Learning Disability	32.2%	Support with Memory & Cognition	5.7%	Mental Health	0.9%	Family in Acute Stress	0.1%	Disability	1.4%	Sensory Support	1.0%	Social Support	0.9%							
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22 September 2022 – Implementatio n of SEND review	The committee to receive the training programme for staff who work with children with autism in additional needs settings	<b>Children and Young People</b>	 SEND in schools Training offer 22-23 c SEND in schools training offer is attached:																									
	The committee to receive data on the diversity in the level of need within those who have EHCP's	<b>Children and Young People</b>	<table border="1"> <thead> <tr> <th>Category of Need</th> <th>Count</th> </tr> </thead> <tbody> <tr> <td>Cognition And Learning Needs</td> <td>861</td> </tr> <tr> <td>Communication And Interaction Needs</td> <td>1543</td> </tr> <tr> <td>Other Needs</td> <td>13</td> </tr> <tr> <td>Sensory And/or Physical Needs</td> <td>225</td> </tr> <tr> <td>Social, Emotional And Mental Health</td> <td>294</td> </tr> <tr> <td>(blank)</td> <td>2</td> </tr> <tr> <td><b>Grand Total</b></td> <td><b>2938</b></td> </tr> </tbody> </table>	Category of Need	Count	Cognition And Learning Needs	861	Communication And Interaction Needs	1543	Other Needs	13	Sensory And/or Physical Needs	225	Social, Emotional And Mental Health	294	(blank)	2	<b>Grand Total</b>	<b>2938</b>	<table border="1"> <thead> <tr> <th>Special Educational Need Description</th> <th>Count</th> </tr> </thead> <tbody> <tr> <td>ASD - Autistic Spectrum Disorder</td> <td>1097</td> </tr> <tr> <td>HI - Hearing Impairment</td> <td>68</td> </tr> <tr> <td>MLD - Moderate Learning Difficulties</td> <td>506</td> </tr> </tbody> </table>	Special Educational Need Description	Count	ASD - Autistic Spectrum Disorder	1097	HI - Hearing Impairment	68	MLD - Moderate Learning Difficulties	506
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	The committee receive information on how the recommendations of the transitional safeguarding task group feed into the SEND strategy.	<b>Children and Young People</b>	Support for young people with SEND must be provided until they reach the age of 25 where this is agreed within their Education, Health and Care plan (EHCP). These plans will include, as part of the 'care' element consideration as to how young people will be encouraged to become more independent, balancing this against how potential risks within the community are to be managed. There are well established links between CYP and Adult Social Care to ensure the transition point for young people with SEND is well managed leading up to their 25th birthday. Learning from good practice in this transition work is being shared more broadly across services to enable new ways of working to be created, consistent with the task group recommendations																						
25 January 2023 – Brent Housing Management	To receive results of the latest tenant perception surveys and transactional surveys.	<b>Resident Services - Housing</b>	Tenant Satisfaction Measures – Results PowerPoint has been shared with the committee.																						
	To receive more information on the nature of outstanding, out of target complex repairs (P3, P4) that have taken a year or longer to resolve.	<b>Resident Services - Housing</b>	<p>Below are the contractual repairs priorities including timeframe to complete works</p> <ul style="list-style-type: none"> <li>• P1 = 4 Hour Emergencies only</li> <li>• P2 = 24 hours and complete in 3 days</li> <li>• P3 = 21 Days</li> <li>• P4 = 60 Days</li> </ul> <p>There are some orders that take longer than these to be delivered. Having delved into these, they are predominantly large complex works orders, relating to structural works, legal disrepair claims and works of</p>																						

			<p>multiple trades. There are also a few repairs where materials have been limited in supply such as fence panels for replacement fences. There is also a mixture of non- urgent repairs, which include paving and drainage issues requiring CCTV equipment, but these are in the minority.</p> <p>Following discussions with Wates last year, they have taken the following actions:</p> <ul style="list-style-type: none"> <li>• increased direct labour operatives from 15 - 20 to 40 directly employed operative and their daily job completion has improved from 1.2 jobs per day to 2.4.</li> <li>• increased their available multi-trade supply chain (subcontractors) who can deliver the larger more complex works such as disrepair, structural and damp and mould works.</li> <li>• completing more repairs weekly than they are receiving, the current overall WIP sits at 2884 down from 3613 in Jan 2023</li> </ul> <p>WIP Reduction Plan (Work in progress), Property Services and Wates meet weekly to discuss progress and WIP recovery profile (this profiles direction based on average number of jobs Wates operatives and supply chain complete per day/week), Wates are currently completing an average of 128 jobs more than they receive.</p> <p>We are exploring other routes to ensuring outstanding repair works are dealt with.</p>
	To receive a breakdown of Brent Housing Management's complaints to help the committee understand which type of residents are making complaints.	<b>Resident Services - Housing</b>	We do not hold any personal data on the demographics of the resident's making complaints, so are unable to give additional information about the types of residents making complaints. However, we can detail a breakdown of the complaints received, by how we log them. An excel sheet has been shared, which demonstrates the nature and number of complaints received. We meet quarterly with all Managers, Service Managers and Corporate Complaints Managers to look at trends and identify themes which inform how we should target interventions to reduce issues residents face and make improvements. Senior management also meet with Complaints Managers monthly to discuss any areas which are a risk and look at how we are handling our complaints service in line with the Ombudsman and their recommendations. For example, our response time for complaints will shortly be reducing from 20 days to 10 in line with the Ombudsman's recommendation for best practice, and we are improving the accessibility of the complaints process.
	To receive details of the Q4 performance report when available.	<b>Communities and Regeneration</b>	To be shared once published for Cabinet, likely to be June 2023 meeting.

25 January 2023 – Mental Health and Wellbeing Subgroup	To receive information on how we are managing demand for mental health services, and how we are performing in comparison to other NW London boroughs.	<b>Brent Borough Based Partnership (Brent Integrated Care Partnership)</b>	To Follow.
	To receive an infographic/ schematic example of a typical person's recovery pathway.	<b>Brent Borough Based Partnership (Brent Integrated Care Partnership)</b>	The Brent Integrated Care Partnership have advised this will take longer to create, so will be included at a later date.
7 March 2023 - Update on school attainment, including for Black British boys of Caribbean heritage	To provide a breakdown of children diagnosed with neurodiversity by ethnicity in Brent	<b>Children and Young People</b>	This information has been shared with a committee as part of a confidential briefing, owing to sensitivity.
7 March 2023 - Update on school attainment, including for Black British boys of Caribbean heritage	To provide the breakdown on attainment data for Black British boys of Caribbean heritage, including how this has changed since 2019.	<b>Children and Young People</b>	This information has been shared with a committee as part of a confidential briefing, owing to sensitivity.



7 March 2023 - Update on school attainment, including for Black British boys of Caribbean heritage	To receive information on how the Children and Young People's directorate is prioritising this issue and how it works with other departments to tackle underlying issues that contribute to lower attainment for Black British boys of Caribbean heritage	<b>Children and Young People</b>	This information has been shared with a committee as part of a confidential briefing, owing to sensitivity.
7 March 2023 – Immunisations	To receive a breakdown of the number of childhood vaccinations by GP practice, to provide a more localised understanding of vaccination uptake across Brent's primary care system to inform the NHS' approach to improve vaccination uptake.	<b>ASC &amp; Health - Health</b>	This information has been provided to the committee separately.
18 April 2023 – Northwick Park Maternity Improvement Plan Progress Update	To receive details on the complaints to investigations ratio for midwifery services at Northwick Park	<b>London North West University Healthcare NHS Trust</b>	To follow

18 April 2023 – Northwick Park Maternity Improvement Plan Progress Update	To receive details on the staffing numbers in Northwick Park Maternity Services broken down by band over the past 5 years.	<b>London North West University Healthcare NHS Trust</b>	To follow
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## Appendix 2

### Community and Wellbeing Scrutiny Committee Scrutiny Recommendations and Information Request Tracker 2023-24

These tables are to track the progress of scrutiny recommendations and suggestions for improvement made by the Community and Wellbeing Scrutiny Committee, with details provided by the relevant lead departments. It is a standing item on the Committee's agendas, so that the Committee can keep track of the recommendations, suggestions and requests it has made, and the related the decisions made and implementation status. The tracker lists the recommendations, suggestions and information requests made by the committee throughout a municipal year and any recommendations not fully implemented from previous years.

The tracker documents the scrutiny recommendations to Cabinet made, the dates when they were made, the decision maker who can make each decision in respect of the recommendations, the date the decision was made and the actual decision taken. The executive decision taken may be the same as the scrutiny recommendation (e.g. the recommendation was "agreed") or it may be a different decision, which should be clarified here. The tracker also asks if the respective executive decisions have been implemented and this should be updated accordingly throughout the year.

Scrutiny Task Group report recommendations should be included here but referenced collectively (e.g. the name of the scrutiny inquiry and date of the agreement of the scrutiny report and recommendations by the scrutiny committee, along with the respective dates when the decision maker(s) considered and responded to the report and recommendations. The Committee should generally review the implementation of scrutiny task group report recommendations separately with stand-alone agenda items at relevant junctures – e.g. the Executive Response to a scrutiny report and after six months or a year, or upon expected implementation of the agreed recommendation of report. The "Expected Implementation Date" should provide an indication of a suitable time for review.

#### **Key:**

**Date of scrutiny committee meeting** - For each table, the date of scrutiny committee meeting when the recommendation was made is provided in the subtitle header.

**Subject** – this is the item title on the committee's agenda; the subject being considered.

**Scrutiny Recommendation** – This is the text of the scrutiny recommendation as it appears on the minutes – **in bold**.

**Decision Maker** – the decision maker for the recommendation, (**in bold**), e.g. the Cabinet (for Council executive decisions), full Council (for Council policy and budgetary decisions), or an NHS executive body for recommendations to the NHS. In brackets, (date), the date on which the Executive Response was made.

**Executive Response** – The response of the decision maker (e.g. Cabinet decision) for the recommendation. This should be the executive decision as recorded in the minutes. The Executive Response should provide details of what, if anything, the executive will do in response to the scrutiny recommendation. Ideally, the Executive Response will include a decision to either agree/reject/or amend the scrutiny recommendation and where the scrutiny recommendation is rejected, provide an explanation of why. In brackets, provide the date of Cabinet/executive meeting that considered the scrutiny recommendation and made the decision.

**Department** – the Council directorate (and/or external agencies) that are responsible for implementation of the agreed executive decision/response. Also provided, for reference only, the relevant Cabinet Member and strategic director.

**Implementation Status** – This is the progress of any implementation of the agreed Executive Response against key milestones. This may cross reference to any specific actions and deadlines that may be provided in the Executive Response. This should be as specific and quantifiable as possible. This should also provide, as far as possible, any evidenced outcomes or improvements resulting from implementation.

**Review Date** - This is the expected date when the agreed Executive Response should be fully implemented and when the scrutiny committee may usefully review the implementation and any evidenced outcomes (e.g. service improvements). (Note: this is the implementation of the agreed Executive Response, which may not be the same as the scrutiny recommendation).

**Recorded Recommendations to Cabinet from CWBSC**

Meeting date and agenda item	Scrutiny Recommendation	Cabinet Member, Lead Officer, and Department	Executive Response	Implementation Status	Review date

**Recorded Recommendations to external partners from CWBSC**

Meeting date and agenda item	Scrutiny Recommendation	External partner	Response	Status
5 July 2023 - Local Healthcar Resource s Overview	That North West London ICB colleagues are invited for further discussions relating funding settlements for Brent in relation to North West London.	Brent ICP	To follow.	
	That work to address the inner and outer London pay gap is further escalated, and that bolder solutions are utilised.	Brent ICP	To follow.	
	That the Brent Integrated Care Partnership advocates for further levelling up funding for children’s mental health services in the borough.	Brent ICP	To follow.	
	That the North West London ICB commits to a timescale to address the	Brent ICP	To follow.	

Page 103

	historical underfunding compared with other North West London boroughs and to equalise levels of expenditure.			
	That a collaborative approach is taken with staff, the community and managers to co-produce solutions for retention.	Brent ICP	To follow.	
	That Brent continues to advocate for healthcare funding being allocated by need, rather than population.	Brent ICP	To follow.	
	That healthcare resources are allocated to areas of Brent with greater need and deprivation, so that more targeted work can be done in these areas.	Brent ICP	To follow.	

**Recorded suggestions for improvement from to Council departments/partners**

Meeting date and agenda item	Suggestions for improvement	Council Department/External Partner	Response	Status
5 July 2023 - Tackling Health Inequalities in Brent	That cross-council work on health inequalities is strengthened to develop a whole council approach to further addressing health inequalities.	Care, Health and Wellbeing	To follow – Public Health and Brent Health Matters are started to explore action to address these and a full response will be provided at a later meeting.	
	That appropriate council officers are given training on intersectionality, to further develop the organisation's understanding of intersectionality, and its impact on our residents.	Governance	To follow.	

	That emerging neurological conditions within the community are considered for inclusion as part of Brent Health Matter's work.	Care, Health and Wellbeing	To follow – Public Health and Brent Health Matters are started to explore action to address these and a full response will be provided for at a later meeting.	
5 July 2023 - Local Healthcare Resources Overview	That the proposed induction for all staff working in Brent should include attending a Brent Health Matters community event.	Care, Health and Wellbeing	To follow – Public Health and Brent Health Matters are started to explore action to address these and a full response will be provided for at a later meeting.	

**Information requests from CWBSC to Council departments/partners**

Meeting date and agenda item	Information requests	Council Department/External Partner	Response										
5 July 2023 - Tackling Health Inequalities in Brent	To provide the latest data on Brent Health Matters' co-production activity, through community engagement in the borough.	Care, Health and Wellbeing	<p>1. BHM work with community organisations is measured using the ladder of participation:</p> <p><b>The Ladder of Participation</b></p> <table border="1"> <tr> <td><b>Empowering</b></td> <td>Community controlled development</td> </tr> <tr> <td><b>Co-Creating</b></td> <td>Devolving a degree of decision making to the community.</td> </tr> <tr> <td><b>Involving</b></td> <td>Running events like workshops and charrettes to involve the community in the development</td> </tr> <tr> <td><b>Consulting</b></td> <td>Seeking and taking account of their views.</td> </tr> <tr> <td><b>Informing</b></td> <td>Telling the community about the plans</td> </tr> </table> <p style="text-align: right;">Rising citizen control</p> <p>At present,</p>	<b>Empowering</b>	Community controlled development	<b>Co-Creating</b>	Devolving a degree of decision making to the community.	<b>Involving</b>	Running events like workshops and charrettes to involve the community in the development	<b>Consulting</b>	Seeking and taking account of their views.	<b>Informing</b>	Telling the community about the plans
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			<ul style="list-style-type: none"> <li>➤ Community organisations that are at empowering or partnership stage is 30</li> <li>➤ Co creating- 40</li> <li>➤ Involving- 51</li> <li>➤ Consulting- 62</li> <li>➤ Informing is 160</li> </ul> <p>2. Events Data: Since November 2021- July 2023, we have done 136 outreach events which were attended by 7,022 people and we carried out 5,986 health checks. We have a breakdown of people seen by other teams and the findings of health checks if you need</p> <p>3. In terms of whole council approach to tackling Health Inequalities, Our current Brent Inequalities policy is due for renewal and the group is starting in October. Public Health colleagues have asked to be part of this group so we can ensure tackling health inequalities is part of this policy. This will ensure buy in at whole council level to develop action plans</p> <p>4. In line with BHM clinical priorities, there are plans to focus BHM work in our most deprived areas mainly Harlesden, Willesden and south Kilburn</p>
5 July 2023 - Local Healthcare Resources Overview	To receive information on how outreach work in schools to promote roles in Brent's health and social care sector is aligned with the Greater London Authority's academy.	Care, Health and Wellbeing Department and Brent ICP	To follow – Public Health and Brent Health Matters are started to explore action to address these and a full response will be provided at a later meeting.
21 September 2023 – Outcome of 2023 Ofsted ILACS Inspection and Current Children's Social Care	For the Community and Wellbeing Scrutiny Committee to receive the latest data and historic data on the Brent CAMHS waiting list, including	Children and Young People	To follow.



Improvement Activity	comparison with other local areas.		
21 September 2023 – Outcome of 2023 Ofsted ILACS Inspection and Current Children's Social Care Improvement Activity	For the Community and Wellbeing Scrutiny Committee to receive an update within the next 6 months on the response, improvements and outcomes made in relation to the Ofsted ILACS Inspection recommendations.	Children and Young People	To follow.
21 September 2023 – SEND Strategy Implementation and Readiness for a Joint Ofsted / CQC Inspection	The Community and Wellbeing Scrutiny Committee heard directly from a member of the Harlesden cluster and for the Committee to receive a report detailing the success of the activity of the Harlesden cluster and how that was being replicated across the Borough.	Children and Young People	To follow.

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