



Community and Wellbeing Scrutiny Committee

Wednesday 5 February 2025 at 6.00 pm

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

Please note that this will be held as an in person physical meeting which all Committee members will be required to attend in person.

The meeting will be open for the press and public to attend or alternatively can be followed via the live webcast. The link to follow proceedings via the live webcast will be made available [HERE](#).

Membership:

Members

Councillors:

Ketan Sheth (Chair)
Fraser (Vice-Chair)

Aden

Afzal

Benea

Ethapemi

Mahmood

Rajan-Seelan

T. Smith

Lorber

Mistry

Substitute Members

Councillors:

Moghaddam, S Butt, Conneely, Dixon, Kennelly, Long,
Mitchell, Molloy and Shah

Councillors:

Kansagra and Maurice

Councillors:

Matin

Co-opted Members

Jane Noy, Parent Governor Representative

Alloysius Frederick, Roman Catholic Diocese Schools

The Venerable Catherine Pickford, Archdeacon of Northolt/Willesden Area, Church of England Faith Schools

Sayed Jaffar Milani, Muslim Faith Schools

Rachelle Goldberg, Jewish Faith Schools

Vacancy, Parent Governor Representative

Observers

Brent Youth Parliament, Observer

Jenny Cooper, NEU and Special School observer
John Roche, NEU and Secondary School Observer

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

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**

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
1 Apologies for absence and clarification of alternate members	
2 Declarations of interests	
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.	
3 Deputations (if any)	
To hear any deputations received from members of the public in accordance with Standing Order 67.	
4 Minutes of the previous meeting	1 - 12
To approve the minutes of the previous meeting as a correct record.	
5 Matters arising (if any)	
6 CQC Adult Social Care Improvement Plan	13 - 22
To outline the actions Adult Social Care (ASC) is taking following the publication in August 2024 of the CQC Inspection Report into Brent ASC.	
7 Adult Social Care Transformation Programme	23 - 38
To provide information to the Community and Wellbeing Scrutiny Committee regarding the implementation of the Adult Social Care Transformation Plan.	
8 Community Health and Wellbeing Performance Update	39 - 46
To provide an overview of the performance and key metrics for the Adult Social Care and Public Health services for Quarter 3 of 2024-25, including a narrative on 29 Key Performance Indicators (KPIs), 9 of which are reported to Cabinet as part of the quarterly Borough Plan performance update.	

9 Recommendations Tracker

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To present the Community and Wellbeing Scrutiny Committee Recommendations Tracker to the Committee.

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 his representative before the meeting in accordance with Standing Order 60.

Date of the next meeting: Wednesday 5 March 2025



- 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, it will be possible to follow proceedings via the live webcast [HERE](#).

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THE COMMUNITY AND WELLBEING SCRUTINY COMMITTEE
Wednesday 20 November 2024 at 6.00 pm
Held as a hybrid meeting in the Conference Hall – Brent Civic Centre

PRESENT: Councillor Ketan Sheth (Chair), and Councillors Fraser, Aden, Afzal, Benea, Ethapemi, Mistry, Rajan-Seelan and Smith, and co-opted members Ms Rachelle Goldberg, Archdeacon Catherine Pickford and Mr Alloysius Frederick

In attendance: Councillor Muhammed Butt

1. Apologies for absence and clarification of alternate members

- Councillor Mahmood
- Alice Lester
- Kim Wright
- Councillor Aden apologies for lateness

2. Declarations of interests

There were no declarations of interest.

Councillor Sheth highlighted that his register of interest could be found on the Brent website.

3. Deputations (if any)

None.

4. Minutes of the previous meeting

The minutes of the meeting held on 18 September 2024 were approved as an accurate record of the meeting.

5. Matters arising (if any)

There were no matters arising.

6. Brent i4B and FWH Performance Update

The Chair welcomed Andrew Hudson, Chair of i4B and FWH Housing Companies, to the meeting and invited him to introduce the report.

In introducing the report, Andrew Hudson drew the Committee's attention to the 3 key areas he felt the Companies had made progress and the 3 key areas he felt the Companies needed to improve. The Companies were pleased with the progress of acquisitions within i4B, where the Company had surpassed the target of 25 for the year with 30 acquisitions completed and a further 10 properties in the pipeline. Emergency repairs were also being completed 100% within the target time and there had been progress in relation to compliance, particularly the monitoring of health and safety compliance through True Compliance and the delivery of gas and legionella inspections. He assured the Committee that acknowledging the good performance did not indicate complacency regarding the importance of robust compliance, and it was recognised that there was a need to improve the completion rate of EICRs. In terms of areas for improvement, he highlighted tenant

satisfaction where i4B and FWH had low satisfaction rates. The Companies would be looking into the reasons driving that satisfaction level. Voids were highlighted as another area for improvement in terms of the turnaround times to complete a void and let the property. The Companies had done a deep dive into the reasons for the long turnaround times and set out some actions to address that. The final area of focus for improvement was rent collection. One particular pattern emerging was issues with the interaction between Universal Credit and changes in rent levels, and since that was an issue that would happen every year the Companies were looking to build better relationships with the Department for Work and Pensions (DWP) to address.

Councillor Butt (As Leader and Cabinet Member for Housing, Regeneration, Planning and Growth) added that the role of the Companies was to support the Council in securing accommodation to provide homes to the residents of Brent, and they had done a good job in procuring those properties but there were many factors which impacted the Companies ability to do that and therefore he thanked the Committee for inviting officers to speak about those challenges.

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

In noting that an area the Companies wished to improve was voids performance, members highlighted that there had been poor performance in void turnaround times for some time, and asked why measures that had been put in place to date had not seen an overall improvement in performance. Andrew Hudson agreed that voids had been a challenge for a while and the deep dive had aimed to take a comprehensive view to put in place an action plan to mitigate those difficulties. During the voids deep dive, officers and Board members had reviewed the voids process from start to finish, from the moment an existing property was declared void, through to the tenant moving out, the new tenant/s moving in, and the series of actions that needed to take place between that involving many different stakeholders such as Brent Housing Management (BHM), surveyors, contractors and sub-contractors. It was highlighted that some void properties may only require a deep clean, but others may require more complex works such as a roof repair, and in any one of the void stages there could be delays. Officers were now looking to address all the different stages, including the alerting of the contractor that a specification was needed, the handing over of keys, the checking of gas/ water/ electric meters, and the nomination of tenants, and, as far as possible, do those actions in parallel rather than in series, with much fewer gaps between each stage, so that the process became quicker and smoother. A lot of that work depended on the interaction between different parts of the Council and external contractors and that was also an area that would be improved going forward. As a result of the deep dive, he was optimistic that the main factors needing to be addressed had been tackled and that the right people would take the right actions forward, but he was conscious that the officers who were required to do this work were very busy and the Companies were not in a position to put further resource in.

Noting the positive performance on acquisitions, the Committee asked how good the Companies were in embedding themselves into conversations with developers, post planning approval, to maximise the number of units at discounted rates that could be acquired. Andrew Hudson confirmed that the Companies stood ready to use their distinctive structures to take on particular opportunities and projects and apply for grants where the Council could not. Those interactions were managed by Council officers. Hal Chavasse (Strategy and Delivery Manager, Brent Council) highlighted that the involvement in those conversations had improved over the last 6 months following an internal restructure that allowed officers to attend the Affordable Housing Supply Board on behalf of the Companies. This was a monthly meeting that discussed new developments, regeneration schemes and internal developments which i4B and FWH were now included in. For example, a Section 106 acquisition which might not

work for the Council could work for i4B who could charge different rent levels, and FWH could benefit from grants as a registered provider, so there were some specific opportunities available to the Companies that the Council itself might not necessarily be able to progress. Where units with larger blocks became available to the Companies, this required the Company to draw down loan funding from the Council. Where those opportunities presented, they would be checked against set parameters to ensure they did not put the Companies in financial jeopardy, and then the Company would have a conversation with the Council about drawing down loan funding to buy those units. There were 2 schemes that the Companies were in conversations regarding currently. In response to what type of housing i4B acquired, the Committee were advised that i4B did not develop housing but only acquired it. The Company had mostly bought single units with a mix of on-street properties and within blocks, meaning many of them were leasehold. Generally, the Company did not buy in large developer units but had recently acquired a 9 unit block from a private developer and had Lexington, the key worker block with 153 units. In total there were approximately 600 units in i4B.

In response to whether i4B would look to increase its acquisition target for the following year as a result of the good performance, Peter Gadsdon (Corporate Director Partnerships, Housing and Residents Services, Brent Council) advised that the majority of acquisitions were houses and flats on the open market which the Council's Property Team found and acquired on behalf of the Companies. The Companies would need to draw down loan funding from the Council to purchase more properties, and as such would need to evaluate doing that against parameters to ensure the Company remained financially viable. He was able to offer assurance that the Companies were being ambitious within the resources they had.

The Committee noted that the report had identified challenges where the Company owned a property but a third-party freeholder owned the building and asked how the Companies were engaging proactively with the owners of buildings to ensure complaints and concerns were being addressed. Andrew Hudson highlighted that, going forward, the Companies were looking to avoid units where the freeholder was not another local authority or Housing Association. Hal Chavasse highlighted that it was much easier to engage with freeholders when they were another Council or Housing Association to get issues the freeholder was responsible for resolved relatively quickly. There were challenges if the unit was in a building owned by a private freeholder where the Company may only have an address with no phone number or email address on record. Letters were sent by the Companies to those freeholders proactively to help understand any major works they may be planning and obtain Fire Risk Assessments but the response rates were usually very low. Where there were issues at properties in those buildings, such as a roof leak, then the Company would follow the legal process which would result in the Companies effectively being able to go in and complete the works.

The Chair then invited representatives from Brent Youth Parliament (BYP) to contribute to the discussion. BYP highlighted that, whilst i4B had acquired 30 properties over the year, there were many more families presenting as homeless at the Civic Centre every week, and asked what the Companies were doing to alleviate homelessness so that children and young people could continue to go to school in their local area. Councillor Butt acknowledged the challenge and highlighted the difficulties in finding available properties and landlords who were willing to give the Council or Companies their properties. A lot of people attending the Civic Centre were also on benefits which were capped, meaning the opportunity for them to compete with market rents was even harder, and where the rents were higher than the Local Housing Allowance (LHA) rate then the Council and Companies were required to work with families to ensure they understood the implications that they would have to make up that difference in rent, also taking into account their utility bills, Council tax, food, fuel and clothing. He reassured BYP and the Committee that the Housing Needs Team, led by Laurence Coaker (Director of Housing Needs and Support), worked very hard to support residents in Brent to get into accommodation, and

the Companies and Council were working with everyone they could in order to secure and procure as many properties as possible within the challenging market environment.

The Committee noted that performance appeared to be similar to the previous year, and asked the Chair what had changed since the previous year in his view and what the Committee could look forward to seeing in the future. In response, Andrew Hudson advised that there was a Council-wide exercise to improve communications with tenants which the Companies would be taking part in to understand what was driving the low levels of satisfaction seen in the most recent Tenant Satisfaction Measures (TSMs), resulting in an action plan to address that. The Companies were looking to speed up voids and would review progress in early 2025. Finally, the Companies wanted to improve rent collection and were looking to establish closer links with the Department for Work and Pensions (DWP) by Spring 2025 to ensure officers and tenants were prepared for amending Universal Credit claims when rents increased. To improve performance, a third Tenancy Services Manager was being recruited so that the Companies had more people working directly with tenants and one of their responsibilities would be to improve rent collection.

In terms of housing management performance, the Committee asked Councillor Butt, as the Interim Cabinet Member for Housing, whether he was satisfied with the progress and management of performance and that the measures being taken would improve the performance long-term. Councillor Butt responded that when there were delays or complaints and customers were not getting the service they needed and deserved then he viewed that as a failure and he would not be satisfied in those circumstances. After reviewing the performance data and complaints, he was now ensuring that officers knew where the issues lay, and this could be discussed more in-depth in the next agenda item related solely to housing management performance in terms of what was being put in place to tackle those performance issues. He added that he took that view that when tenants raised their concerns it should be viewed as a positive because it highlighted issues that could then be addressed to improve the delivery of services.

The Committee highlighted that levels of satisfaction from the TSMs were relatively low, particularly regarding safety and complaints handling. They asked what strategy would be used to improve those figures and how the tenants were engaged. Peter Gadsdon explained that tenants had been engaged through a mixture of face-to-face questionnaires and postal surveys, following the guidance from the regulator. Spencer Randolph (Head of Housing Services, Brent Council) explained that FWH and i4B would mirror what the Council did to address tenant satisfaction. He highlighted that, traditionally, the Council had been using transactional surveys to understand resident satisfaction, and for transactional surveys on repairs there was more than 80% satisfaction. The Tenant Satisfaction Measures (TSMs) were more perception based and looked at how the Council and Companies were performing overall with regard to the management of properties and tenancies, and the satisfaction levels from those surveys were low. It was thought this was due to a lack of engagement and communication with residents, and there was a comprehensive improvement plan that had been developed over the past 5 months to address the issues, including a Council-wide project addressing complaints handling. This was the first year TSMs had been run and the questions were prescribed by the Regulator for Social Housing. As such, officers were not able to make comparisons on perception from previous years, but going forward there would be benchmarking information across all prescribed questions.

Noting the low TSM results regarding Anti-Social Behaviour (ASB), Brent Youth Parliament asked what methods were being utilised to ensure ASB was dealt with in the most effective way to ensure young people were kept safe in their homes, and whether the views of young people had been obtained in the TSM surveys. Kate Daine (Head of Housing and Neighbourhoods, Brent Council) confirmed that young people had not been surveyed as part of TSMs but it was recognised that they would form part of the families responding. The

Companies had surveyed the tenants prescribed by government. In relation to ASB, she highlighted it was very difficult to deal appropriately with ASB across the borough, and across London, but it had been recognised that the perception of tenants was that the Council and Companies were not dealing with ASB well enough. Part of the reason behind that result would be because ASB meant different things to different people, but she assured BYP that officers did as much as possible to address ASB.

The Committee asked how the Companies addressed the wellbeing of tenant. Peter Gadsdon highlighted tenant satisfaction was primarily used to understand the feelings and wellbeing of tenants, and work was being done to further understand those satisfaction levels. Another way the Companies and Council understood the wellbeing of tenants was if they were in arrears. The Companies deployed Tenancy Sustainment Officers to visit those tenants to talk about their issues and provide holistic support to help the tenants maintain their tenancy. There was also a contract with a provider called BEAM who provided holistic employment support for a number of tenants in arrears.

The Committee asked whether the Companies were looking at any other forms of income or bidding for additional income, such as through the GLA. Andrew Hudson responded that the biggest opportunity for funding for local authorities and Housing Associations would lie in how the government addressed future funding for housing and social housing in the budget going forward. He confirmed that the Companies were ready to play their part in whatever opportunities lay in that.

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

- i) At a future meeting, to receive the voids action plan, including reassurance that properties were being looked after in a systematic way before the point they became void, with staff checking property conditions while tenants were in situ. The plan should incorporate value for money.
- ii) At a future meeting, to receive an engagement and communications plan that helps to improve TSMs. The plan should incorporate value for money.
- iii) For future reports, where it was noted that performance targets were not being met, it should be stated what would be done to mitigate that.
- iv) To endorse the approach of avoiding purchasing properties in buildings that were owned by private third-party freeholders that were not local authorities or housing associations.

Brent Housing Management (BHM) Performance Update

Spencer Randolph (Head of Housing Services, Brent Council) introduced the report, which reviewed the performance of Brent Housing Management (BHM) over the past year. Particular attention was brought to the Tenant Satisfaction Measures (TSMs) which formed part of a new regulation that came into force in April 2024 which were standards that all Councils and registered providers were now being held to nationally. The TSMs had been introduced with the aim to hold registered providers to account and make them more professional in the way properties were managed. He highlighted that Brent Council was not performing where it wanted to be in relation to TSMs and that services in general needed improvement. He added that the housing service had been putting in steps to ensure readiness for when the call for inspection arrived and that services were improved and residents were engaged going forward.

In relation to TSMs, Ryan Collymore (Head of Service – Housing Management Property, Brent Council) added that the intention was to get some qualitative data behind some of the

prescribed questions in the next iteration, so that where residents had informed the Council they were not satisfied then officers could understand the reasons behind that. This was thought to be useful because, with perception-based surveys, the question might be understood differently by the tenant compared to what it truly asked. For example, when asked 'how satisfied are you with complaints handling', to a resident they could be answering based on their experience of calling to report a repair rather than relating to a formal complaint they had made. I4B had very good compliance, but the TSM results relating to safety and quality were low, so there was a need to understand why residents had answered in that way. Alongside this would be a big push on communications so that residents knew the good work that had been done.

Councillor Butt (as Leader and Cabinet Member for Housing, Regeneration, Planning and Growth) highlighted that since he had taken on the portfolio for housing it had been a good learning experience, and he understood the need for scrutiny on the satisfaction and repairs figures. There were also concerns relating to staffing that were being addressed to help performance improve.

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

Noting the mismatch between performance and customer satisfaction, and the fact that officers had attributed the low satisfaction to lack of communication and engagement, the Committee asked what could be put down to services not being delivered compared to services and improvements not being communicated. Spencer Randolph highlighted that on a transactional basis, the level of satisfaction after every repair carried out was relatively high at around 80%, opposed to the perception of how the Council was dealing with repairs, complaints and Anti-Social Behaviour (ASB) which was low. There were other parts of London with similar disparities, for example Newham had the highest TSM satisfaction rate in London but had been rated the lowest performing borough by the Housing Regulator. The Council had been reviewing this anomaly and looking at how it assessed itself against standards, and had concluded that there had been very little engagement with tenants over the last few years due to staffing issues and resource allocations. As a result, the housing service had now restructured, bringing in 25 patch area tenancy managers (ATMs) who would engage with 350 of their own tenants, managing those tenancies and engaging on a regular basis. Increased communications channels would be created and a reinvigorated tenant newsletter in order to re-engage tenants. The service had also been doing walkabouts around estates with lead members, where tenants had fed back that they don't see or know their Housing Officer (Area Tenancy Manager). The service was currently carrying out TSMs for the next year and did not think enough significant improvement had been made for this to come through in the results, and it would likely be the next set where the impact of the improvements was seen.

Considering paragraph 4.3 of the report, which detailed low customer satisfaction for repairs despite high completion rates for repairs, the Committee asked whether it was the quality of the repair that was causing the low satisfaction. Ryan Collymore advised members that it came down to the perception of the question. The housing service was interested in satisfaction with the repairs service and completion of the repair, but tenants might answer in relation to the phone call they made to the contact centre if they waited a long time to get through to raise the repair. As such, whilst the regulator had prescribed the survey questions that should be asked, in the next iteration of surveys would be include some supplementary questions to understand the background behind tenant's answers.

The Committee noted that there were 88 empty Council houses currently in the void process and asked whether that was a cause for concern. They were advised that as a proportion of Council stock of just over 8,000 properties 88 void units was relatively low, as there was often

regular turnover in Council stock due to people moving or passing away. There had been a significant reduction in the number of void properties compared to the same time the previous year, which had been at 148. There had been significant improvements in void turnaround times over the last year following the implementation of a voids 'hit squad' to streamline the process, but that had plateaued in the last 6 months due to problems pre and post-contractor that needed improvement. In relation to the information received on voids, the Committee highlighted it would be useful for those to be further broken down into types of void and geographical area to identify any particular patterns.

In relation to paragraph 14.3 of the report which stated that the housing service was carrying out an exercise to look at diversity data, the Committee asked what that would entail. Officers explained that the service used a hybrid IT system currently through a mix of MS Dynamics and Northgate/NEC and there was a large amount of data needing to be cleared on those systems. A review was underway to consider solely moving over to the Northgate/NEC product rather than Dynamics where there would be a need to undertake a data cleansing project. Then new Area Tenancy Managers would be conducting more tenancy audits to obtain more tenant data such as vulnerabilities that could be included in the database. In terms of what percentage of tenants the Council already had diversity data on, it was agreed this could be provided outside of the meeting. The service was now aiming to be more robust at the point of let to obtain that information and ensure its accuracy and effective use.

The Committee asked how the Council managed succession rights, for example, when a two person household became one-person. Kate Daine explained that this depended on the age of the person, and other factors which were legislative and covered by the Housing Allocations Policy. Housing tried as much as possible to work holistically with any family who had experienced a death, particularly if it was the lead tenant, to ensure the surviving members of the family had all of the information needed in order to make an application to remain in the property. The Council would support them if they did not have succession rights or could not remain in the property and would look to get them into alternative accommodation.

The Committee noted that there had been an increase in evictions due to rent arrears compared to the previous year, from 2 to 6, and asked if the Council was forecasting that to continue to increase and whether there was a strategy in place to tackle the potential of higher eviction numbers. Kate Daine explained that one reason the eviction numbers had increased was due to the reopening and speeding up of court, following extreme delays processing court applications post-covid. She highlighted that the Council did as much as possible to keep people in their homes and used eviction as a last option and never took evictions lightly. Before an eviction took place a report would be taken to a panel where an agreement was reached on whether to evict that tenant. Each eviction was done on a case-by-case basis and the panel would review all eventualities and ensure the tenant had received a relevant amount of contact and the Council had done as much as possible to engage them. Once it had been agreed that a tenant would be evicted, the housing service worked with Housing Needs to ensure they were aware of the eviction, as well as Adult Social Care and Children's Social Care to ensure any vulnerabilities were taken care of. As much as possible through this process the Council aimed to prevent the revolving door of homelessness when someone was evicted from a Council tenancy, which was the most affordable type of tenure. If the Council continued to see a true increase in evictions which did not plateau then officers would look to put a specific strategy in place to address that. It was added that some evictions were not due to rent arrears. The Council had become more proactive in dealing with ASB and some high-profile cases recently had resulted in evictions due to tenant's violent behaviour towards other tenants.

The Committee asked how much was done to help tenants to report issues correctly and how much tenants knew what to expect when they reported an issue, particularly those tenants whose first language was not English. Spencer Randolph felt that not enough had been done around that due to the lack of engagement the service had with tenants. Once the new Area

Tenancy Managers were in post they would be going out to tenants within their patches, introducing themselves and asking about any issues they needed resolving, and it was hoped then an improvement would be seen. The Area Tenancy Managers would feed back those issues both to action them and to help identify any themes or patterns emerging.

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

- i) To provide information on the impact of the housing management services reorganisation at a future Committee meeting.
- ii) To include health and safety considerations in future reports, particularly relating to cladding and fire safety, as well as climate change targets.

An information request was made during the discussion, recorded as follows:

- i) To provide the number of tenants the Council had diversity data on.

8. Temporary Accommodation and Homeless Prevention Service

Peter Gadsdon (Corporate Director Partnerships, Housing and Residents Services, Brent Council) introduced the report which informed the Committee of the provision and management of Brent Council's Temporary Accommodation and Homeless Prevention Service, including an update on the support for families in the borough who were homeless or at risk of homelessness and the performance of services, demand for services and improved outcomes for service users. In introducing the report, he highlighted the housing crisis that London was in with high demand for housing and the large overspend this was driving in the Council budget. He then introduced Housing Needs colleagues who had attended to answer questions from the Committee – Zorba Emelonye (Service Manager – Housing Options, Brent Council) and Komal Samra (Service Manager – Accommodation Services, Brent Council) and thanked them for the hard work they were doing in the current environment.

Councillor Butt (as Leader and Cabinet Member for Housing, Regeneration, Planning and Growth) expanded on the introduction, highlighting that the housing situation being faced in Brent was something Brent had never seen before and the pressure and demand for housing was unprecedented. The Council had started a 'Find Your Home' scheme emphasising the need for residents to find a property they could afford, which may not be in Brent where were becoming increasingly unaffordable. As a result of the lack of affordable accommodation in Brent and London, the Temporary Accommodation (TA) spend was increasing due to the Council needing to acquire very expensive accommodation. In addition, the chance of a tenant being allocated a Council home was very slim with a very long waiting list. As such, the Council was encouraging people to find a place they could afford in a place they wanted to go, and whilst it was recognised that people preferred to remain in Brent due to their family and local connections, this was becoming more unlikely to be affordable.

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

The Committee praised the hard work of the service in response to the pressures. As local councillors, the expectations of residents were very high and there was a lack of understanding of the emergency situation the Council was in. They confirmed that members would continue to try to get the message out to the public regarding the housing situation.

In relation to the graph under paragraph 4.10 of the report showing the total number of homeless households each year from 2015 – 2024/5, the Committee highlighted that the Council had

successfully halved the number of people living in TA between 2015 and 2021, but it had then gradually increased again. They asked what the narrative behind that was and how it compared to other boroughs. Laurence Coaker (Director of Housing Needs, Brent Council) advised that the increase was due to the impact of the covid-19 pandemic. Pre-pandemic the Council had been doing well at reducing TA numbers as a result of a homelessness prevention approach where the service had been able to engage with landlords and negotiate with them to prevent evictions. Pre-pandemic, the Private Rented Sector (PRS) had been functioning effectively and the Council was able to procure approximately 35-40 properties per month for the prevention or discharge of homelessness duty. Post-pandemic, landlords had been exiting the market following the freeze on evictions that had been enforced during lockdown, following the increase in interest and mortgage rates post-pandemic which landlords had been passing on to renters. There were also exits from the market due to the incoming Renters Reform Bill which aimed to put an end to Section 21 no fault evictions. As such, the main factor driving the homelessness figures and obstructing the prevention and relief of homelessness was the contraction of the PRS. In terms of benchmarking with other boroughs, Brent was around mid-table for numbers in TA. Newham had the highest number of residents in TA with over 5,000, compared to Brent's 2,000.

In response to a query regarding eligibility for emergency accommodation, Laurence Coaker explained that eligibility related to an individual's immigration status and was dictated by legislation. Before any family was booked in to emergency bed and breakfast they needed to meet the eligibility criteria. For example, an Asylum Seeker did not have any status in the UK, meaning that under homelessness legislation they were not eligible and the Housing Need service could not accommodate that person, with the Home Office taking responsibility for accommodating Asylum Seekers. Once an Asylum Seeker was granted status in the UK then they become eligible for the local authority to accommodate. As such, every household in emergency bed and breakfast accommodation would be eligible for support and not awaiting assessment.

In response to queries around how many households in TA were being successfully housed by the Council, officers highlighted that homelessness was no longer a route to social housing which was the message the Council were trying to impress upon the public, using a communications strategy to educate the public about what they could expect. It was explained that homelessness was a crisis situation and therefore required a crisis response and something instant. The tables in the report showed that, because of the supply and demand issues for social housing, people were waiting on the housing list for 15-20 years before they were allocated social housing, which was not a response to homelessness. Now there were over 1,000 tenants in bed and breakfast and the way the Council was trying to end their homelessness was through getting them into PRS accommodation and also encouraging them to find their own PRS accommodation that the Council could help financially to secure. Pre-pandemic, the Council had been able to get around 35-40 households per month into PRS, but post pandemic this was closer to 3 per week. On the 'Find Your Home' scheme there had only been around 8-9 secured over the previous few months, showing that not many people were finding their own, likely because they could not find any PRS in Brent where they wanted to live.

The Committee asked whether the Council had a policy for reducing the use of hotels in Wembley for the use of TA. Laurence Coaker explained that the use of Wembley hotels had been commissioned by the Home Office pre-pandemic for the use of housing Asylum Seekers and therefore the Council had no control over that. One of the larger hotels had recently been decommissioned by the Home Office and the Council were in negotiations to take over. In terms of the Councils general approach towards hotel accommodation, officers explained that this was governed by law. The Council only used hotels, bed and breakfast, and interim accommodation during the period that Housing Needs was assessing a case during the relief duty period of 56 days. Once that assessment was completed and the Council either accepted the main duty or

not, that household should be moved on. The difficulty was there was no available accommodation to move those households on to.

The Chair invited Brent Youth Parliament to contribute. They asked whether Housing Needs had an understanding of how many young people aged between 16-25 years old were in housing need and whether the work being done to improve employability skills of those in housing need took young people into consideration specifically. Officers advised that Housing Need worked in partnership with the children's service regarding 16-18 year olds. For 18-25 year olds in housing need there were statistics for how many were considered a single homeless person which could be provided after the meeting. It was not possible to get the figures on how many 16-25 year olds were part of families that were considered homeless. It was added that the statistics for single homelessness tended to show an older age group rather than 18-25 year olds. There was a separate policy for care leavers with children's services, and the Council aimed to obtain social housing for that cohort to offer stability and security of tenure. In relation to the work being done to improve employability skills, officers confirmed there were schemes to help people into employment as the link between affordability and homelessness was well proven and if the Council could get people into employment that increased their chances and opportunities to find a property they could afford. This was a general service to help all people in need of support with nothing specifically aimed towards younger people.

In relation to supply, the Committee noted that there was a high number of empty properties in the borough and asked whether there was a policy around undertaking Compulsory Purchase Orders (CPOs) to bring empty properties back into use for the purpose of alleviating homelessness. Peter Gadsdon confirmed that the Council had a Private Rented Sector (PRS) Service who dealt with empty properties in the borough that did not belong to the Council to bring them back into use. Spencer Randolph provided further details, highlighting that the Council had a proactive Empty Homes Team of 3 officers who encouraged owners to bring their properties back into use through various routes. For example, the team could offer landlords grant assistance to refurbish them and bring them back into use, and there was the threat of enforcement. However, the Council avoided enforcement routes where possible as it was a very lengthy and costly process to bring only a few properties back into use. The Council had recently completed a CPO and it had taken 5 years to go through that process. Councillor Butt added that the government had began discussions around right to buy and reducing the discounts for that, but if the CPO route could be made simpler that would be helpful to Councils.

The Committee noted that some accommodation was being found outside of the borough in areas like High Wycombe and Wendover and asked if that approach was likely to continue. Laurence Coaker explained that the reason the Council was having to look out of borough in those areas was because the Council had a statutory duty to provide accommodation when a household became homeless and if Brent or London was full due to the contraction of the PRS then the Council had no choice but to look elsewhere to prevent families from being homeless. The Council was receiving around 130 applications per week for housing need. The Council was also being proactive at encouraging people to find their own affordable properties that worked for them.

The Committee noted the length of time some tenants were remaining in TA, highlighting that for some TA seemed to have become permanent. Laurence Coaker explained that this was due to the gap between the supply of social housing and the demand. Anyone in TA was considered a priority, and was placed in priority band C. Bands A-C could all bid for properties through Locata.

The Committee asked whether Locata was fit for purpose. They were advised that Locata acted as a vehicle for allocating properties using a choice-based letting system, which meant people were able to bid for the properties they wanted and was more effective than the previous allocations scheme.

The Committee asked how helpful the grants the Council received were in relieving homelessness. Laurence Coaker advised they were very helpful but not enough to improve the situation. The Homelessness Prevention Grant was tied to the Council's performance in the prevention of homelessness and the number of people in TA, and whilst the government had announced an uplift in the recent budget, it was still not enough to close the gap.

The Committee asked how the number of presentations Brent Council was receiving compared to neighbouring boroughs. Officers explained that presentation numbers were high in Brent compared to sub-regional neighbours, but that it was more realistic to compare Brent to areas with similar demographics and size such as Newham and Haringey where Brent had similar presentation numbers.

In response to a query on how many households presenting in Brent were living in Brent or had come from outside of the borough, Laurence Coaker advised that the majority of presentations were from people who already lived in Brent. The legislation allowed for the Council to apply a local connection rule where if a household presented with no local connection to Brent they would be referred to where they did have local connections. There were also family reunion cases where an Asylum Seeker had received status in the UK and had applied for their family to join them from abroad, which Brent received a disproportionate amount of due to the attractiveness of Brent being a diverse borough. As to whether the Council was keeping those families in Brent, officers advised that the Council did try to accommodate them in Brent or London but many of the families were very large, sometimes with up to 14 members, and it was highly unlikely there would be a property large enough and affordable in Brent or London to accommodate them.

The Committee asked whether there was a strategy pan-London around the homelessness situation. Laurence Coaker explained that the government were considering a Rough Sleeping Homelessness Strategy, and the Council worked collaboratively with other London borough and through London Councils to have pan-London initiatives to tackle homelessness collectively.

As no further issues were raised, the Chair drew the discussion to a close and the Committee RESOLVED to note the content of the report.

During the discussion an information request was raised, recorded as follows:

- i) To provide the number of single homeless people aged 18-25 to Brent Youth Parliament.

9. Recommendations Tracker

The Committee noted the recommendations tracker.

10. Any Other Urgent Business

The Chair informed the Committee that this would be Peter Gadsdon's final meeting at the Community and Wellbeing Scrutiny Committee. He thanked Peter for all the support he had offered the Committee over the years and wished him luck for the future.

The meeting closed at 8:10 pm
COUNCILLOR KETAN SHETH, Chair

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	<p align="center">Community and Wellbeing Scrutiny Committee 05 February 2025</p>
	<p align="center">Report from the Corporate Director of Community Health and Wellbeing</p>
	<p align="center">Cabinet Member for Adult Social Care, Public Health and Leisure (Councillor Neil Nerva)</p>
<p align="center">CQC Adult Social Care Improvement Plan</p>	

Wards Affected:	All
Key or Non-Key Decision:	N/A
Open or Part/Fully Exempt: <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	Open
List of Appendices:	N/A
Background Papers:	N/A
Contact Officer(s): <small>(Name, Title, Contact Details)</small>	Harry Peacock Head of Performance, Change and Assurance: harry.peacock@bent.gov.uk

1.0 Executive Summary

- 1.1. The report outlines the actions Adult Social Care (ASC) is taking following the publication in August 2024 of the CQC Inspection Report into Brent ASC. It was requested by Community Health and Wellbeing Scrutiny that the report come before them in January 2025 alongside the ASC Transformation Programme.
- 1.2. Adult Social Care provides statutory functions set out in legislation including the Care Act (2014), Mental Health Act (1983) amended (2007), Mental Capacity Act (2005) and the Health and Care Act (2022). As part of assuring the delivery of statutory duties the Care Quality Commission (CQC) were given powers within the Health and Care Act (2022) to carry out an independent assessment of how well local authorities are performing against their duties under Part 1 of the Care Act (2014) . For Local Authorities the assessment focuses on 4 core themes and 9 quality statements: [CQC Local Authority Assessment Framework](#)
- 1.3. Care Act duties are undertaken by other services within Brent such as Brent Customer Services who provide adult social care contact functions and undertake financial assessments in line with the care and support statutory guidance. In addition, several services contribute to improving customer

service and outcomes such as health and housing partners through joint schemes funded through the Better Care Fund. The CQC inspection process takes account of this with a strong emphasis on customer and carer experience and partnership working at both a strategic and operational level, making the inspection a whole council inspection. This is a new inspection regime for ASC so we drew heavily on the experience and insight of other directorate such as Children’s Services and cross Local Authority working with other Councils to share learning and experience with other such as Housing who will be subject to a new inspection regime.

- 1.4 On 30 January 2024 Brent ASC was informed that CQC will be carrying out an assessment of the Council. The first part of the process required us to provide our self-assessment and evidence as part of an information return. On 25 March 2024 we received formal notification from CQC of our Site Visit which took place week beginning 13 May 2024. After the site visit there was a period of drafting the report, factual accuracy check and the final report was then published on 16 August 2024.
- 1.5 Brent Adult Social Care rating was ‘Requires improvement: Evidence shows some shortfalls 62%’ - [London Borough of Brent: local authority assessment - Care Quality Commission](#). The report also provides ratings by theme and quality statement:

Quality statement scores	
Assessing needs	Score: 2 ●
Supporting people to lead healthier lives	Score: 2 ●
Equity in experience and outcomes	Score: 2 ●
Care provision, integration and continuity	Score: 2 ●
Partnerships and communities	Score: 2 ●
Safe pathways, systems and transitions	Score: 3 ●
Safeguarding	Score: 3 ●
Governance, management and sustainability	Score: 3 ●
Learning, improvement and innovation	Score: 3 ●

- 1.6 At the review stage following receipt of the draft report, we provided significant additional information, the majority of which was accepted but with no change to the ratings and overall percentage score. In assessing the findings within the final report, we recognise there is further work to be done to address the requires improvement overall assessment of Theme 1, which focuses on the

resident experience. Although some of the presented evidence by CQC was historical dating back several years and we felt did not fully reflect the overall experience of many adult social users currently, our improvement plan focuses on ensuring a consistent, positive experience for all our customers and ensuring that they feel involved and listened to. With regards to requires improvement in Theme 2, which relates to the provision of care and our partnerships, the content of the report does not strongly evidence many shortfalls and highlighted several areas of good practice: *‘The local authority worked with local people and stakeholders using available data sources to understand the care and support needs of people and communities’*. *‘The local authority worked in collaboration with 6 neighbouring boroughs in North West London to share information on quality across the care provider sector’*.

- 1.7 We are committed to working towards delivering an outstanding service for the residents of Brent and whilst there are wider sector issues beyond our control that make that challenging, the improvement plan proposed below looks at the actions we can take across all themes to work towards that goal.
- 1.8 The CQC does not provide specific recommendations, nor a clear definition of what good and outstanding look like which makes it more challenging in terms of being sure that the actions we take will meet their expectations – having a clear baseline for what each rating means has also been identified through the Dash Review of CQC as a failing. But based on our reading of the report and understanding of our current performance, the below plan is seen to address the key areas required.

2.0 Recommendation(s)

- 2.1 That the committee note the CQC Improvement plan and next steps for CQC Local Authority Assurance process and advise accordingly.
- 2.2 That the committee consider whether they would like a further update on progress in 12 months.

3.0 Detail

3.1 Contribution to Borough Plan Priorities & Strategic Context

- 3.1.1 The CQC assurance work and improvement plan contributes strongly to the Borough Plan priorities: ‘Thriving Communities and ‘A Healthier Brent’. Our transformation work, delivery of the Adults Social Care Service Plan 2024/25 and CQC Improvement Plan contribute to:

- Thriving Communities – support for Brent Carers, Coproduction and Community Partnerships and Safeguarding Adults
- A Healthier Brent – supporting people to live healthier lives, equity in experience and outcomes, information, advice and signposting to support independent living and prevention to prevent, reduce and delay needs.

3.2 Background

3.2.1 The ASC Improvement Plan builds on the work already underway to transform services referenced in the CQC report. It addresses the areas for development across the 4 CQC themes.

3.3 ASC Improvement and Action Plan

- 3.3.1 **Working with people summary of key actions:** There are several actions in place to improve the way in which we work with people which will ensure that we hear the resident and carer voice, improve the resident and carer experience and that we actively engage with people and community partners to codesign and coproduce service development and improvement.
- 3.3.2 Our focus is on ensuring carers are appropriately supported to continue caring for family members and loved ones. We are determined to improve the experience of carers through delivery of the carers strategy and commitments. This includes promoting the rights of carers, providing accessible information and advice and working closely with the carers centre and partners to identify, reach and support more carers. A Carers Implementation Board has been established which oversees the work of the carers project and workstreams.
- 3.3.3 We continue to build on the work already underway around coproduction and community partnerships. A Coproduction and Community Partnership Forum and Steering Group has been set up including staff, partners and people with lived experience. In addition coproduction champions have been recruited and four Resident Inclusion and Advisory Groups have been set up focussed on: information and advice, family and friend carers, self-care technology and loneliness and mental health. Two Coproduction Coordinators have been appointed to work with both residents and carers.
- 3.3.4 Work is underway with partners such as Brent Health Matters to work with wider groups including those underserved to raise awareness of adult social care services and support people to live healthier lives. We have developed a Community Health and Wellbeing Guide to help people identify and connect with services. We have also held two community assessment days at weekends with Brent Health Matters and wider partners to carry out adult social care assessments and offer free health checks at the same time. These will continue throughout 2025.
- 3.3.5 There is an ongoing piece of work to refresh the ASC website, making it more user friendly and accessible and developing self-help digital tools such as a self-assessment for residents and carers and digital tools to help people understand the support and equipment available to help them remain independent and well at home e.g. AskSARA and an interactive House.
- 3.3.6 We have recruited an Autism Coordinator and are refreshing our Autism and Neurodiversity strategy and approach to ensure age appropriate and personalised care and support is available. We have made the Oliver McGowan Autism training mandatory for all ASC staff to raise awareness. We continue to work with the advocacy service to raise awareness of advocacy provision and increase the capacity year on year to provide more advocacy.

- 3.3.7 We now undertake regular analysis of feedback from residents and carers through regular internal surveys and the annual surveys of adult social care users and carers, including adding questions around people's experience of assessments to ensure our practice respects people's background, communication needs, cultural life and religious beliefs. Regular analysis of complaints and Members Enquiries is helping us to identify themes and insight to help us share learning and agree improvement actions.
- 3.3.8 **Providing services summary of key actions:** There are several actions identified to help us better provide support, ensuring we are working closely with partners and providing the right care, at the right time and in the right place. This will ensure we are providing personalised and targeted early help and long-term care and support, that prevents, reduces or delays needs or enables people to live independently, safe and well in the place they call home.
- 3.3.9 We are rolling out a number of technology solutions as part of the ASC Digital and Assistive Technology strategy. These include work to automate processes to gain greater efficiency, pilots around AI (Magic Notes and Microsoft Copilot) to support social care staff, digital tools to support residents to remain well and safe and work to share care records between health and social care.
- 3.3.10 Our Commissioning and Capacity Building service and ASC operations are working together and with partners to ensure the care and support we provide is better helping to meet people's needs including ensuring there is age-appropriate provision for people transitioning from children's services to adult social care, working with Housing partners to ensure we reduce extra care voids and there is appropriate housing based support in place for people e.g. for people living in hostels with drug and alcohol issues.
- 3.3.11 Work continues through the London Consortium for Community Equipment provision and with the provider Nottingham Rehab Service to ensure community equipment is in place in a timely manner to support people, especially those being discharged from hospital.
- 3.3.12 In addition work continues to strengthen our preventative offer and to increase awareness of the services available to support people e.g. home adaptations and reablement support to ensure people can continue to live at home and maximise their independence through short-term targeted care and support. We have increased the capacity of the reablement service to support more people at the start of their care and support and to support those who are receiving care and support but have had a change in their circumstances e.g. an increase in their home care package following a hospital admission.
- 3.3.13 A key focus in response to the CQC findings is to strengthen and develop work with the community and voluntary sector as part of the wider strategic change programme and also the work of adult social care. This includes work around wellbeing and the establishment of hubs with ASC services and space within them e.g. New Millennium Day Centre, Integrated Neighbourhood

Teams with health and social care and the coproduction and community partnership work.

- 3.3.14 Further work continues with partners around the Better Care Fund in Brent and work within North West London such as our joint bid around adult social care accelerated reform fund – Better Care Support self-assessment, an enhanced carers offer through care centres and a joint approach to increasing shared lives provision which matches people with care and support needs with an approved carer.
- 3.3.15 **Ensuring safety summary of key actions:** Brent ASC was rated as providing a good standard of work in this area around ensuring safety within the system and safeguarding but we continue to seek to drive improvement. We want to ensure people who are waiting for assessment and/or review are safe and those where a safeguarding concern has been raised are protected from abuse and neglect.
- 3.3.16 As part of the adult social care restructure we are bringing together community and commissioning review resources together into one review service. This will enable us to ensure timely reviews of care and support take people reducing the length of time people wait for a review. The same principle is being applied to assessments to ensure people are safe and well while they wait for an assessment and we can make better use of self-assessment and digital tools.
- 3.3.17 We are working proactively with partners on the Safeguarding Adults Board (SAB) and other services such as Children’s and Young People to develop and embed safeguarding practices, including work around transitional safeguarding, to ensure a Borough approach to support young people at risk. The SAB has an agreed set of priorities and has established a number of working groups including a performance an audit sub-group to gather and use performance data and insight. Areas of focus include high risk, cuckooing, substance misuse and housing and self-neglect, where a self-neglect toolkit has been launched across the partnership. Following an independent Safeguarding Review completed by Dr Adi Cooper in early 2024 ASC have implemented actions to meet the recommendations made. We will shortly be asking Dr Adi Cooper back in early 2025 to provide a review of our progress.
- 3.3.18 **Leadership summary of key actions:** Brent ASC was rated as providing a good standard of work around governance, management, sustainability, and learning, improvement and innovation. Work continues to maintain and develop this.
- 3.3.19 Throughout 2025 we will continue to deliver our workforce strategy with a key focus on two areas of the social care workforce. We will work closely and pro-actively with sector providers e.g. home care providers and supported living providers to ensure capacity and capability within the workforce and reduce the vacancy level within the sector. We are also restructuring ASC to ensure resources are more appropriately matched to demand and we reduce the use of agency staff through recruitment and retention initiatives. Since January 2024 up to 20 agency staff have taken on permanent roles.

3.3.20 We continue through training, learning and development to focus on ensuring our workforce demonstrates best practice and consistent practice that is strengths based, person-centred and reflects people's preferences. This includes a clear focus on relationship based social work being clear around communicating with people in a timely manner and ensuring we work with people and their wider support network as partners in their care and support.

3.4 Evidencing impact, improving performance and customer experience

3.4.1 It is important that through this work we are able to evidence the impact of improvement actions against a range of measures such as those used by CQC in the report - see examples below:

This feedback was supported by national data which shows 55.07% of people are satisfied with their care and support in Brent, which is lower than the England average of 61.21% (Adult Social Care Survey, 2023, ASCS).

National data supported this and showed 47.95% of long-term support clients reviewed (planned or unplanned) in Brent, which is lower than the England average of 57.14%, (Short and Long-term Support, 2023, SALT).

National data supports these findings showing that 30.19% of carers in Brent were satisfied with social services compared to the England average of 36.27% and that 56.75% feel involved or consulted as much as they wanted to be in discussions, compared to the England average of 64.95%, (Survey of Adult Carers in England, 2022, SACE).

3.4.2 To demonstrate the impact of the work we have developed a comprehensive range of metrics across key performance indicators including statutory data and information returns e.g. Adult Social Care Survey, Survey of Adult Carers in England, alongside local performance indicators e.g. assessment and review waiting list.

3.4.3 There are several areas where we are targeting progress during 2024/25 or at the next surveys for adult social care and carers. To help inform targets, Brent data from previous years has been used and data from the latest 2023/24 Adult Social Care Outcomes Framework (ASCOF) has been benchmarked against other London Boroughs. Further work will be undertaken to refine the process.

3.4.4 The main areas where we are seeking to raise performance and improve customer and carer experience throughout 2025 include:

Area	Actions
Service User satisfaction (statutory returns)	Targeting an increase in satisfaction from 54% to 60%, this will bring us in line with a number of other London Boroughs.
Carers satisfaction (statutory returns)	Targeting an increase from 31.25 to 37%. This will move us into the top 25 percentile.

Accessing information and advice (statutory returns)	Targeting an increase from 35.3% for service users to 50% in response rates for those indicating it is 'very easy' or 'fairly easy' to access information and advice which will move us closer to other London Boroughs and an increase from 26.55 to 50% for carers.
Complaints (local)	Targeting a 20% decrease in the number of stage 1 complaints received and a 10% decrease in the number of complaints 'upheld or partially upheld'.
Waiting lists and length of waits for assessments and reviews (local)	Targeting a 20% reduction in the number of people waiting for assessment and reviews. Our goal is no one waits longer than 3 months for an assessment in 2025 and 6 months for a review.

3.5 Improvement and progress to date

- 3.5.1 Since the CQC inspection and publication of the report there has been progress made in several areas. The timeliness and quality of Stage 1 complaint responses has improved over the last 6 months with the majority of complaints responded to within the timeframe.
- 3.5.2 A significant amount of work has taken place to reduce the number and length of time people wait for assessment and review. In February 2024 as part of our information return to CQC we had 317 waiting for a Care Act assessment with the longest wait being 264 days. In May 2024 when CQC were on site this had reduced this to 276 with the longest wait 218 days. As of 24th January 2025 the assessment waiting list is 97 with the longest wait around 180 days. We have reduced the number of people waiting for a review and cleared all the outstanding reviews that were over 12 months. During 2025 we are targeting further reductions as outlined in the table above.
- 3.5.3 Following the development of the carers strategy and commitments we have set up a multiagency Carers Implementation Board which meets monthly to oversee the delivery of the strategy. The Carers Board continues to meet every three months and provides oversight and assurance against each of the six priorities in the strategy. A Carers Rights Day event took place on the 21st November. This was a market stall event that gave ASC an opportunity to engage with carers in the community and provide them with information and advice. The event was well attended by carers and elected members. A Young Carers workstream is developing an awareness programme to educate teachers, school staff, and healthcare professionals about how to identify

young carers. An additional communications campaign is also being developed to raise awareness amongst students at schools about the role of young carers and the support available to them.

3.5.4 A number of digital and assistive technology solutions have been successfully deployed or piloted. Working with the Digital Transformation Team we have automated the hospital discharge and ASC payment processes. Also, we have transferred over 1,000 telecare and community alarm users from analogue to digital platforms. We have successfully piloted an AI recording and transcribing tool in ASC called Magic Notes which assists frontline staff with the assessment process. Early evaluation data shows this has saved staff 50% time on administrative tasks and 33% of staff report an increase in the quality of conversations with customers. As part of a joint bid with 5 North West London Local Authorities including Brent for accelerated reform funding, we will be rolling out further digital solutions in the first half of 2025 to support resident self-assessment and to support carers centres.

3.5.5 ASC has just restructured across the whole service to ensure we have the right resources in place in each team to deliver the ASC vision and target operating model. The restructure was informed by work to map demand and time taken by teams to complete processes based on the complexity of client groups. Consultation started in late October 2024 and completed at the end of November 2024. Recruitment is taking place now with a view to full implementation of new team structures and ways of working in March 2025.

3.5.6 The restructure will support greater integrated working and more focussed locality based services dovetailing in with the work already underway around integrated neighbourhood teams. There are already actions in place for closer working with social workers embedded with health partners such as rapid response teams, increased working and presence within GP practices and a new protocol in place for ASC staff to attend the Complex Patient Management Group (CPMG) meetings which has been designed to support the 3 GP Federated Networks – Harness, K&W and Kilburn, which clarifies roles and responsibilities, enhancing collaboration and decision making.

4.0 Stakeholder and ward member consultation and engagement

4.1 In preparation for the CQC Assurance process and following the publication of the report we sent copies of our self-assessment and the published report along with communications to our partners and included a statement on our Council website. We have actively engaged with stakeholders such as:

- Voluntary and Community Sector partners such as Healthwatch and the Carers Centre
- Staff Groups through the ASC Quarterly Staff Events and Teams Meetings
- People with lived experience through the Resident Inclusion and Advisory Groups
- Policy Coordination Group
- Corporate Management Team

- Community Health and Wellbeing Scrutiny
- Lead Member Liaison
- Brent Integrated Care Partnership through the Community Services Executive Group
- Local Government Association and Partners in Care and Health (who we report quarterly progress through to the Department of Health and Social Care)

4.2 We will continue to work throughout the improvement journey with relevant stakeholders in terms of consultation and engagement.

5.0 Financial Considerations

5.1 No immediate financial or budgetary implication identified as part of this particular plan.

6.0 Legal Considerations

6.1 CQC Local Authority Assurance is a legal requirement under the Health and Care Act 2022 and the inspection was centred around how we are delivering our statutory duties under Part 1 of the Care Act (2014).

7.0 Equity, Diversity & Inclusion (EDI) Considerations

7.1 Equity in experience and outcomes is one of the nine quality statements where the CQC findings identified areas for improvement. The CQC Improvement Plan will address these.

8.0 Climate Change and Environmental Considerations

8.1 No climate change or environmental considerations identified.

9.0 Human Resources/Property Considerations (if appropriate)


9.1 Adult Social Care is currently restructuring its services following consultation and will be implementing the new structure from March 2025. In addition, work will continue with HR colleagues as part of the identified adult social care workforce development activities.

10.0 Communication Considerations

10.1 Engagement around the improvement plan continues to take place and we will constantly review our engagement and communication approach throughout the delivery of the action plan.

Report sign off:

Corporate Director Name: Rachel Crossley
Corporate Director of Community Health and Wellbeing

 Brent	Community and Wellbeing Scrutiny Committee 05 February 2025
	Report from the Corporate Director of Community Health and Wellbeing
	Cabinet Member for Adult Social Care, Public Health and Leisure (Councillor Neil Nerva)
Adult Social Care Transformation Programme	

Wards Affected:	All
Key or Non-Key Decision:	N/A
Open or Part/Fully Exempt: <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	Open
List of Appendices:	Appendix A – Adult Social Care Transformation Programme
Background Papers:	N/A
Contact Officer(s): <small>(Name, Title, Contact Details)</small>	Harry Peacock Head of Performance, Change and Assurance: harry.peacock@bent.gov.uk

1.0 Executive Summary

1.1. The Adult Social Care (ASC) change programme ‘Working with you to live your best life’ bring together the main change activity currently within ASC. Change in adult social care is managed through transformation programmes, projects and service development and improvement activity:

- Transformation – large scale complex change often involving partners, may be multiple phases of work over several years e.g. implementing a new prevention offer
- Projects – defined change to achieve a specific aim or outcome such as service change or delivery of savings, typically over a 6-to-12-month period e.g. double handed to single handed care project
- Service development – incremental change to develop and improve practice and performance managed within operational areas/functions e.g. quality assurance audits or training and development to improve practice.

1.2 Previously, there were multiple programmes, projects and service improvement activity running separately. We have rescoped these to bring them into one overall transformation that includes programmes and projects in logical groups to ensure we can deliver both our ASC vision and target operating model (Appendix A).

2.0 Recommendation(s)

2.1 That the committee note the ASC transformation programme and advise accordingly.

3.0 Detail

3.1 Contribution to Borough Plan Priorities & Strategic Context

3.1.1 Our transformation work, delivery of the Adults Social Care Service Plan 2024/25 and CQC Improvement Plan contribute to:

- Thriving Communities – support for Brent Carers, Coproduction and Community Partnerships and Safeguarding Adults
- A Healthier Brent – supporting people to live healthier lives, equity in experience and outcomes, information, advice and signposting to support independent living and prevention to prevent, reduce and delay needs.

3.2 Background

3.2.1 To implement ASC vision, target operating model and drive change in adult social care to better meet customer and carers needs and outcomes and improve service delivery and performance we have rescoped the ASC transformation activity.

3.2.2 The rescoped programme has four main frontline programmes to ensure we are:

- Maximising Independence
- Provide Early Help and Intervention
- Deliver Strength-Based Practice
- Enable Digital and Assistive Technology enabled care

3.2.3 To support change in frontline delivery and practice we have four enabling programmes of work:

- Coproduction and Community Partnerships
- Commissioning and Capacity Building
- Performance and Assurance
- Finance

4.0 Stakeholder and ward member consultation and engagement

4.1 We have actively engaged with stakeholders such as:

- Community Wellbeing and Independence Board
- ASC Departmental Management Team
- Staff
- Partners such as the Integrated Care Partnership

5.0 Financial Considerations

5.1 No immediate financial or budgetary implication identified.

6.0 Legal Considerations

6.1 No immediate legal implications identified.

7.0 Equity, Diversity & Inclusion (EDI) Considerations

7.1 Transformation will support equity in outcomes and seek to reduce health inequalities

8.0 Climate Change and Environmental Considerations

8.1 No climate change or environmental considerations identified.

9.0 Human Resources/Property Considerations (if appropriate)

9.1 No HR or property consideration identified.

10.0 Communication Considerations

10.1 Engagement around the transformation programme continues to take place and we will constantly review our engagement and communication approach throughout the delivery of the programme

Report sign off:

Rachel Crossley

Corporate Director of Community Health and Wellbeing

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Community and Wellbeing Scrutiny Committee

05 February 2025

Adult Social Care Transformation Programme

Working with you to live your best life

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Drivers for Change

Increasing demand:

- Since 2021/22 there has been a 22% increase in the number of people with mental health issues supported and a 7.3% increase in the number of people with a learning disability supported.
- The number of people receiving funded support has grown by 4% and the number of carers supported since 2021/22 has increased by 33%.

Resident and Community Partners Participation & Feedback:

- Resident feedback from both the Adult Social Care Survey (ASCS) and Survey of Adult Carers in England (SACE) tells us we need to do things differently especially around accessing information and advice and improving satisfaction rates.
- Our CQC reports highlights there is further work to do with partners and the voluntary sector.

Partnerships:

- There is an increasing emphasis on health and social care integration to deliver more joined up services for example development of integrated neighbourhood teams and working together to address health inequalities at a Ward based level.



Drivers for Change

Commissioning & Capacity Building

- We need to ensure there is sufficient and appropriate supply to meet demand and build the capacity and resilience of community and voluntary services.
- Building capacity will support us to promote wellbeing and prevention, ensuring early support and intervention in communities is a key focus.

Workforce:

- Recruitment and retention of staff is essential in a competitive market, so we increase the number of permanent staff to provide greater stability with a focus on relationship working.
- Using technology to support change and new ways of working to reduce waiting lists for assessment and reviews.

Funding:

- Given the financial pressures within local government and recent Budget where increases announced do not fully cover the cost for example the additional national Insurance burden on providers, Brent we need to have a sustainable financial model for adult social care reflecting the challenges of increasing demand, cost of living increases and increases in the cost of care provided, and the savings required over future years.



Adult Social Care Vision

Working with you to live your best life

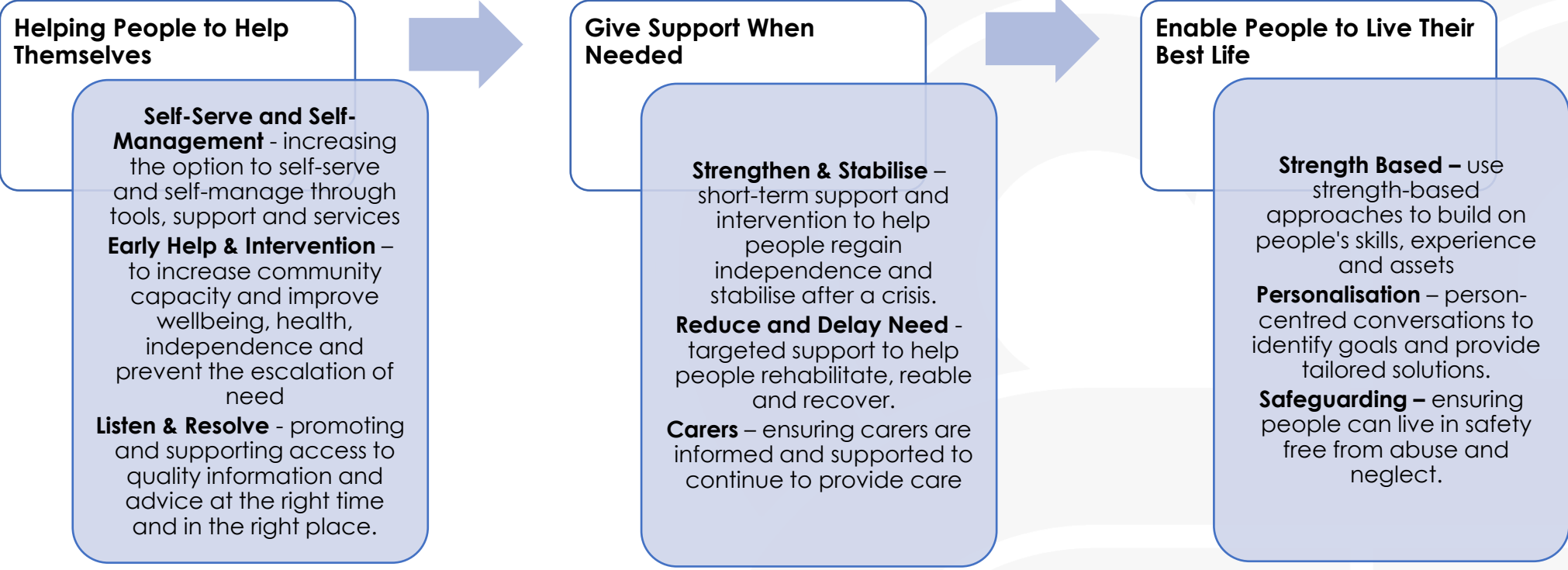
We will work with residents, as partners in their own care and support, to live independent, safe, happy and fulfilling lives

We will enable and support our staff and partners to meet the community's needs and deliver excellent outcomes for residents.

Creating a culture of continuous improvement, with equity and equality at its heart, ***will be everybody's business***

“Co-produced with customers, carers and staff”

Working with you to Live Your Best Life – Vision and Target Operating Model



Partnerships - working with all partners such as health and the voluntary sector to maximise opportunities to do more together, increase joint working and deliver meaningful impact to residents that improve health and social care outcomes

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Programmes and Enablers



Programmes

Maximising Independence

New Front Door Model

Community & Partner Engagement

Quality Information & Advice

Digital Tools

Early Help & Intervention

Prevention

New Community Support Offer – Day Opportunities

Reablement

Transitions & Carers

Strengths-Based Practice

Initial Assessment & Brief Intervention

Short-term Support

Safeguarding Review Implementation

Assessment & Review

Digital & Assistive Technology

AI & Automation

Mosaic Process Review

Technology Enabled Care

Shared Care Record

Programme Description

Maximising Independence

- A programme of work to develop a new Adult Social Care Front Door that maximises community and partner engagement early in people's social care journey.
- People should be able to access quality information and advice to help them make informed decision around their care and support.
- We will provide a range of digital self-help tools to support people to better understand their needs and what is available to help meet those needs e.g. community equipment and major adaptations and to self-assess.

Early Help and Intervention:

- A programme of work that will offer people early help and intervention to prevent, reduce and delay needs worsening, helping people to live healthier lives and connect with the right services, at the right time and in the right place.
- This includes connecting people with preventative services and providing short-term support i.e. reablement to help people regain independence and confidence.
- We will develop a new community support offer for example day opportunities, enabling people to access community assets, volunteering and supported employment opportunities.
- We will develop our carers offer in line with our carers strategy and commitments and work closely with young adults and partners to develop age-appropriate services for children transitioning to adulthood.



Programme Description

Strength Based Practice

- A programme of work to ensure we use strength-based approaches that identifies and builds on people's skills, experience and assets and keeps them updated and informed through their social care journey.
- We will ensure person-centred conversations to identify goals and provide tailored solutions to meet people needs and outcomes ensuring people's culture, religious beliefs and preferences are reflected.
- People will receive more timely assessment and review and if they are waiting, we will support them to wait well and remain safe.

Assistive Technology and Digital

- A programme that will support people to be digitally included and use technology enabled care and support to enable people to live independently, safely and well in their own home or the place they call home. We will also use technology to support new ways of working in adult social care and across health and social care.
- Work will include rolling out a range of technology enabled care solutions to residents and staff, and we will work with partners to enable access to shared care records between adult social care, health and partners.



Enablers

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Coproduction & Community Partnerships

Coproduction & Community Partnership – Forum & Steering Group

Resident Inclusion & Advisory Groups

Coproduction Coordinators & Champions

Community & Resident Engagement Events



Commissioning & Capacity Building

Maximising Capacity of the Voluntary Sector

Direct Service Reconfiguration & Development

Market Engagement & Development

Provider Support and Quality Assurance



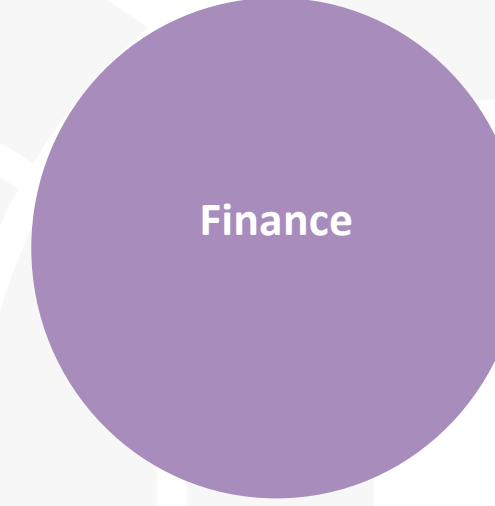
Performance & Assurance

Data and Insight

Performance Reporting & Benchmarking

Service Improvement & Quality Assurance (Practice & CQC)

Monitoring & Evaluating Impact



Finance

Demand & Financial Modelling

Financial and Budgetary Controls and Monitoring

ASC Savings Projects

Income & Grant Maximisation



Enablers Description

Coproduction and Community Partnerships:

- Coproduction and community partnership working will underpin the operation and development of adult social care services, ensuring the resident and carer voice is heard and services that matter the most to people are codesigned with people with lived experience.
- Work will include regular engagement with community partners and people with lived experience across all areas of adult social care, to support this we have recruited two coproduction coordinators to work with residents and carers.
- We will use our established Resident Inclusion and Advisory Groups to coproduce, codesign and consult on service specific developments. The current 4 groups include information and advice, friend and family carers, self-care technology and loneliness and mental health

Commissioning and Community Capacity

- We will ensure there is sufficient and appropriate supply of high-quality care and support to meet people's needs and outcomes through our commissioning strategy and market engagement and development activities.
- We will work with the sector to build the capacity and resilience of community, voluntary services and commissioned services.
- We will develop our in-house services (direct services) to offer greater flexibility, capacity and capability to develop new and more innovative services e.g. community navigation to support a new community support offer.



Enablers Description


Performance Change and Assurance

- We will ensure the quality of our care provision, practice and adult social care processes to ensure we are delivering our statutory duties.
- We will use data and insight to inform decision making determine improvement actions and priorities.
- We are developing a comprehensive set of programme measures to capture both performance data and direct feedback from service users and carers and benchmarking this Nationally and with other London Boroughs.
- We will regularly assess the impact of our services and provision through internal and external evaluation e.g. experts by experience, subject experts and sector-led evaluation.

Finance

- We will work to address the financial pressures within local government and Brent adult social care to ensure a sustainable financial model.
- This will include modelling demand across services and identifying the challenges of a changing population, increases in the cost of living and in the cost of care and support provided.
- Through our transformation programme and operations, we will ensure appropriate budgetary controls are in place and actions in place to deliver our savings plans.



	<p>Community and Wellbeing Scrutiny Committee</p> <p>5 February 2025</p>
	<p>Report from the Corporate Director, Community Health and Wellbeing</p>
	<p>Cabinet Member for Adult Social Care, Public Health and Leisure (Councillor Neil Nerva)</p>
<p>Community Health and Wellbeing – Performance update</p>	

Wards Affected:	All
Key or Non-Key Decision:	N/A
Open or Part/Fully Exempt: <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	Open
List of Appendices:	N/A
Background Papers:	N/A
Contact Officer(s): <small>(Name, Title, Contact Details)</small>	<p>Melanie Smith Director of Public Health melanie.smith@brent.gov.uk</p> <p>Harry Peacock Head of Performance, Change and Assurance harry.peacock@brent.gov.uk</p> <p>Anisha Fernandes Senior Performance Officer Anisha.Fernandes@brent.gov.uk</p>

1.0 Executive Summary

1.1 This report provides a detailed overview of the performance and key metrics for Adult Social Care and Public Health services for Q3 of 2024/25. It includes narrative on 29 Key Performance Indicators (KPIs), including 9 KPIs that are also reported to Cabinet as part of the quarterly Borough Plan performance update.

2.0 Recommendation(s)

2.1 The Committee note the content of the report.

3.0 Detail

3.1 Cabinet Member Foreword

3.1.1 This report provides detailed reporting against the suite of Key Performance Indicators (KPIs) developed to monitor delivery of Community Health and Wellbeing directorate priorities. This includes KPIs that are directly aligned to Borough Plan outcomes and published as part of the quarterly Corporate Performance update to Cabinet, as well as additional KPIs that are regularly reviewed by lead members and directors.

3.1.2 The Authority regularly reviews the KPIs which are monitored and publicly reported. Feedback from Scrutiny would be welcome on how the scope of these KPIs could be improved in order to best reflect the work of Community Health and Wellbeing, with partners, and its impact.

3.2 Performance

3.2.1 This report includes reporting details for **29 KPIs** that monitor delivery of Community Health and Wellbeing priorities for **Q3 of 2024/25**. This includes KPIs for the following departments and services:

- Adult Social Care (ASC)
- Public Health

3.2.2 KPIs are rated Green, Amber or Red depending on their performance against the target for the quarter:

- Green KPIs have met or exceed their target
- Amber KPIs are between 0.01% and 5% outside their target
- Red KPIs are 5% or greater outside their target

3.2.3 Details of performance against each indicator is provided in the following sections. As a summary:

- For Adult Social Care (18 KPIs):
 - 5 are on or above target (green)
 - 9 are off target (red)
 - 4 provide contextual information (do not have a target)
- For Public Health (11 KPIs):
 - 8 are on or above target (green)
 - 1 is just off target (amber)
 - 2 provide contextual information (do not have a target)

Adult Social Care

Red KPIs

3.2.4 In Q3, the percentage of care assessments completed within 28 days was 23.82%, bringing the year-to-date performance to 26.5%. The target for this is set at 80%. As part of the Adults Mosaic End to End process review which starts in late January 2025, we will be reviewing all assessment forms in use to streamline these potentially into just one assessment (At present, there are

three assessments: Care Assessment, Mental Health Assessment, and Supported Health Assessment) to ensure the assessment takes place within 28 days of the referral being received and to reduce the internal handoffs within teams during the current assessment process. The new 15-day team remit of the front door service will ensure that assessments are completed in a timely way through robust tracking and monitoring systems in place to track team individual and outputs.

- 3.2.5 The percentage of individuals with a learning disability (aged 18–64) supported into employment was 1.7% this quarter, significantly below the target of 8%. Similarly, the percentage of individuals with mental health needs (aged 18–64) supported into employment was 2.1%, missing the target of 3%. Two staff have been identified to undertake a focussed piece of work to raise the number people employed. This includes increasing volunteering pathways as a route into paid employment.
- 3.2.6 The response time for S42.1 Safeguarding Concerns was 59% in Q3, with a year-to-date performance of 45.5%. Following a clear focus on safeguarding over the last quarter the number of safeguarding concerns completed within 2 days has significantly improved. Further embedding will take place as the adult social care restructure is implemented, due in early March 2025. New mosaic forms have been developed to improve better reporting and ensuring timeliness to safeguarding concerns and enquiries.
- 3.2.7 Response time to Plan and Complete S42.2 Safeguarding Enquiries was 62% in Q3, and 45.5% year to date. Following a clear focus on safeguarding over the last quarter the number of safeguarding enquiries completed within 25 days has significantly improved. Further embedding will take place as the adult social care restructure is implemented, due in early March 2025. Following mosaic changes and the new design of the forms will ensure all teams can progress section 42.2 which will support improved timeliness. Monitoring and internal tracking of sections 42.2 by all teams is being implemented to prevent drift and ensure good decision making.
- 3.2.8 The percentage of individuals assessed to have a care plan was 53% in Q3, with a year-to-date performance of 56.2%, exceeding the target of 30%, resulting in a red KPI rating. Following brief intervention and short-term support, if on-going long-term funded support is required people have an assessment and a care and support plan.
- 3.2.9 The response rate to the adult social care yearly survey was 13.1%. This year we are targeting a greater response level than last year when there were issues around posting out the surveys and people receiving them. Surveys have been sent and additional short-term resource will start in February 2025 for 2 months to support people to complete the survey and follow up with people.

- 3.2.10 The percentage of non-Care Act assessments completed within 28 calendar days of referral was 50% in Q3, with a year-to-date performance of 48%. To improve the performance on this target we are currently embedding the target with practitioners, ensuring that they are aware of the requirement which they need to work towards. It will be used in the next appraisal cycle as a target to work towards and we will work with Mosaic to put a pause on assessment if for any reason it can't be completed in the timeframe.
- 3.2.11 The time taken to create an adult contact was 70.4% in Q3, with a year-to-date performance of 72.4%. Further work is required to ensure adult contacts are created on Mosaic in a timely matter. This will be part of the change programme to design and implement a new adult social care front door model. In addition, further work is planned with the wider service in terms of their understanding of completing adult contacts in a timely way

Green KPIs

- 3.2.12 The reablement sequel to service was 80% in Q3, exceeding the target of 75% and resulting in a green KPI rating. Thorough screening of cases to ensure customers receiving Reablement are appropriate and will benefit from the service. Working with referring teams to ensure they understand what Reablement potential is and identifying an increasing number of customers who would benefit including extending the inclusion criteria.
- 3.2.13 There were 7 new admissions to residential and nursing care homes for individuals aged 18–64 in Q3, bringing the year-to-date total to 26, which meets the annual target. Ongoing close monitoring of all referrals to residential or nursing care for this cohort of clients and supporting frontline staff to identify alternatives.
- 3.2.14 There were 38 new admissions to residential and nursing care homes for individuals aged 65+ in Q3, bringing the year-to-date total to 112, well within the target of 187. Brent continues to perform well in this area, ensuring older adults are offered alternatives to residential and nursing care such as extra care housing or further community care support to remain at home. In addition, we are ensuring that where people are admitted into residential and/or nursing care on short-term placement e.g. to support hospital discharge and recovery that they are able to return home once recovery is complete. . Robust use of quality assurance meetings to review placement requests, with strong emphasis on promotion of independence at home and a strong emphasis on equipment and reablement. Work continues with teams to look at creative solutions to keep people at home rather than long term care.
- 3.2.15 The percentage of services purchased within 28 calendar days of a completed Care Act assessment was 91.4% in Q3, with a year-to-date performance of 83%, exceeding the target of 80% and achieving a green KPI rating. There is continued strong performance in this area with over 90% of packages

purchased and set up within 28 days from the completed assessment. We expect to see continued improvement in this area as we implement our new team structures with a focused approach to support packages commissioned proactively.

3.2.16 The percentage of requests from new clients resulting in a service was 19.7% per 100,000 population in Q3, with a year-to-date performance of 23.2%. This is within the target of 25%, achieving a green rating. The Hospital discharge team are ensuring that all new (and existing customers) are considered for Reablement utilising the home first pathway where possible. This will mean that anyone who has had a temporary service post discharge and has the potential to functionally improve is facilitated to do so often leading to the service being eliminated after a recovery or rehabilitation period. The mental health and learning disability service provides a maximum of 6 weeks of Reablement service to people who are discharged from hospital to help them manage their needs and re-able to be independent, where they do not need a long-term service.

Contextual KPIs

3.2.17 The rate of younger adults with long-term support needs admitted to residential and nursing care homes was 7 per 100,000 population in Q3, bringing the year-to-date performance to 10.1 per 100,000 population. Ongoing close monitoring of all referrals to residential or nursing care for this cohort of clients and supporting frontline staff to identify alternatives.

3.2.18 The rate of older adults with long-term support needs admitted to residential and nursing care homes was 38 per 100,000 population in Q3, bringing the year-to-date performance to 194.1 per 100,000 population. Brent continues to perform well in this area, ensuring older adults are offered alternatives to residential and nursing care such as extra care housing or further community care support to remain at home. Robust use of quality assurance meetings to review placement requests, with strong emphasis on promotion of independence at home and a strong emphasis on equipment and reablement.

3.2.19 The total expenditure of the adult social care budget on care and support for this quarter was £30.63 million, bringing the year-to-date spend to £97.94 million.

3.2.20 Additional NHS and external investments into the borough's health and care services amounted to £9.03 million in Q3, bringing the total investment for the year to £27.49 million. This represents the quarterly income from Better Care Fund, all funding streams, plus costs for projects delivered in the quarter funded by S256.

Public Health

Amber KPIs

3.2.21 NHS health checks are one of the 'prescribed' local authority public health functions. The programme invites residents aged between 40 and 65, who do not have a preexisting health condition, to have a check at their GP practice every five years. Performance is measured through the percentage of those invited who have had their health check. The overall percentage of NHS health checks completed was 57% for Q3 and 54.4% year-to-date, narrowly missing the target of 55%. It is expected that the year-end target will be reached. The Public Health team plan to commence monitoring uptake by deprivation in order to assess how the programme is addressing health inequalities. The current data provider is unable to report in this form, but work is in hand to address this.

Green KPIs

3.2.22 Health visiting services are commissioned by public health from Central London Community Health Care NHS Trust (CLCH). A range of KPIs are monitored as part of contract management. There is a statutory requirement for the health visiting service to contact all new parents within the first 30 days after birth. Locally we require 95% of these contacts to be within 14 days. Achieving this has been challenging due to difficulties with the recruitment and retention of health visitors (reflecting the national shortage of health visitors). However concerted efforts and focus by CLCH and public health have resulted in significant improvement and the percentage of new birth visits within 14 days was 96% for Q3.. The contractual KPI of 95% has been exceeded on a YTD basis (Apr to Nov) at 96.3% and each quarter in the period has exceeded target. Furthermore 98.9% (YTD) received a visit within 30 days, against a 98% target.

3.2.23 The National Drug Strategy 'From Harm to Hope' set local authorities ambitious targets to increase the numbers of residents who are in treatment for substance misuse. Additional funding was provided to Councils to support this expansion of treatment and recovery services. In Brent drug and alcohol services are commissioned by public health from ViA. ViA and public health have worked with partners including the criminal justice system and B3 the local service user organisation to bring more people into treatment. In Q3, the total number of adults in structured treatment YTD was 1347 (rolling 12-month figure to the end of Oct 2024) which exceeds the target of 1275.

3.2.24 As well as a focus on numbers in treatment, public health and ViA work to improve the quality of the service. A widely accepted headline measure of the quality of drug and alcohol services is the percentage of clients who successfully complete their treatment in a planned manner. The percentage of all opiate clients completing and not re-presenting was 9.1%. Brent services were therefore well above target on a YTD basis (rolling 12 month period to

Nov 2024) being at 9.1% against the target of the England average performance of 5.2%.

3.2.25 Brent Health Matters (BHM) is the joint NHS / public health team created during COVID to address health inequalities. An important aspect of BHM's work is to take services to those communities who mainstream health services find it difficult to reach through running health events in the community for example in mosques, temples, factories and other community settings.

3.2.26 A total of 243 community events were held in Q3, bringing the year-to-date total to 685, which exceeds the target of 500. 2024/25 Q3 figures are significantly higher than last year, and the quarter-by-quarter increase is maintained

3.2.27 The BHM team addresses physical and mental health. The team have proactive conversations at the outreach events with residents on their emotional wellbeing and signpost them to mental health services available if appropriate. There were 250 emotional well-being interactions recorded at BHM and public health events this quarter, contributing to a year-to-date total of 1,205 interactions. This performance significantly exceeds the annual target of 300 interactions. Q3 figures are lower than the previous quarter due to the holiday period.

3.2.28 We need to focus our outreach work in our most deprived areas to increase awareness and support early diagnosis of long-term conditions. The number of attendees at outreach events from the most deprived communities is therefore monitored. The number of attendees at health events from IMD 1 and 2 areas was 115 in Q3, with a year-to-date performance of 578, surpassing the target of 100. Q3 figures are lower than the previous quarters due to the holiday period.

3.2.29 At some outreach events health checks are offered. These include measurement of BMI, blood pressure, heart rate and diabetes risk score. The number of health-checks completed at events was 576 in Q3, bringing the year-to-date total to 3024, well above the target of 2500. Q3 figures are lower than the previous quarters due to the holiday period and the team doing more targeted work with communities involving smaller events

3.2.30 The number of organisations reached out to and engaged with for Q3 was 1347. The same organisation may be engaged on multiple occasions in the period. BHM use the ladder of engagement to assess the quality of their contact with community organisations. We have seen community organisations generally move from the informing stage to the empowering stage which meets our aim.

Contextual KPIs

3.2.31 As another measure of how well BHM and public health are addressing inequalities, the completion of health checks by ethnicity of monitored.

Percentage of Health checks completed at events split by ethnicity, was 35% for Black ethnic groups for Q3, with year-to-date performance of 26%. This KPI is contextual and currently does not have a target. The Q3 figure of 35% reflects the more targeted work undertaken in Q3.

3.2.32 Women have traditionally been under-represented in drug and alcohol services. The public health team therefore monitor the percentage of women in the service. The percentage of female clients on a YTD basis was 24.4%, similar to previous levels.

4.0 Stakeholder and ward member consultation and engagement

4.1 The KPIs included in this report were developed in consultation with Lead Members and Directors.

5.0 Financial Considerations

5.1 There are no financial implications as a result of this report.

6.0 Legal Considerations

6.1 There is no statutory duty to report regularly to Cabinet on the Council's performance, however under the Local Government Act 1999 a best value authority has a statutory duty to secure continuous improvement in the way in which its functions are exercised having regard to a combination of economy, efficiency and effectiveness. Regular reports on the Council's performance assist in demonstrating best value.

7.0 Equity, Diversity & Inclusion (EDI) Considerations

7.1 There are no direct EDI implications.

8.0 Climate Change and Environmental Considerations

8.1 There are none.

9.0 Human Resources/Property Considerations (if appropriate)

9.1 There are none.


10.0 Communication Considerations

10.1 There are none.

Report sign off:

Rachel Crossley

Corporate Director, Community Health and Wellbeing

 Brent	<p align="center">Community and Wellbeing Scrutiny Committee 05 February 2025</p>
	<p align="center">Report from the Deputy Director, Democratic Services</p>
<p align="center">Scrutiny Recommendations Tracker</p>	

Wards Affected:	All
Key or Non-Key Decision:	Non-Key Decision
Open or Part/Fully Exempt: <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	Open
List of Appendices:	Appendix A – Scrutiny Recommendations Tracker 2024-25
Background Papers:	None
Contact Officer(s): <small>(Name, Title, Contact Details)</small>	Chatan Popat Strategy Lead - Scrutiny, Democratic Services chatan.popat@brent.gov.uk Amira Nassr Deputy Director, Democratic Services amira.nassr@brent.gov.uk

1.0 Executive Summary

1.1 The purpose of this report is to present the Scrutiny Recommendations Tracker to the Community and Wellbeing Scrutiny Committee.

2.0 Recommendation

2.1 That the progress of any previous recommendations, suggestions for improvement, and information requests of the Committee be noted (Appendix A).

3.0 Background

3.1 Contribution to Borough Plan Priorities & Strategic Context

3.1.1 Borough Plan 2023-2027 – all strategic priorities

3.2 Background

- 3.2.1 The Recommendations Tracker tabled in Appendix A relates to the current municipal year (2024/25). These responses will remain on the tracker for ongoing monitoring with some further updates expected in upcoming meetings throughout this municipal year and next.
- 3.2.2 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.
- 3.2.3 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.
- 3.2.4 The Scrutiny Recommendations Tracker provides a summary of any scrutiny recommendations made in order to track executive decisions and implementation progress. It also includes suggestions for improvement and information requests, as captured in the minutes of the committee meetings.
- 3.2.5 Recommendations are removed from the tracker when they have been rejected or when implemented successfully and the review date has passed. This is the same for suggestions of improvement and information requests.

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 (and/or relevant cabinet member) requesting an Executive Response. If relevant, the item will be published on the Council's Forward Plan.
- 4.2 Regarding recommendations to Full Council (e.g. in the case of policy and budgetary decisions), the same process will be followed, where a report containing the scrutiny recommendations will then be forwarded to Full Council alongside the Cabinet's responses to those recommendations.
- 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 respective Committee's report and recommendations, and requesting a response.

5.0 Stakeholder and ward member consultation and engagement

- 5.1 None for the purposes of this report.

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 Equity, Diversity & Inclusion (EDI) Considerations

8.1 There are no EDI considerations for the purposes of this report.

9.0 Climate Change and Environmental Considerations

9.1 There are no climate change and environmental considerations for the purposes of this report.

10.0 Communication Considerations

10.1 There are no communication considerations for the purposes of this report.

Report sign off:

Amira Nassr
Deputy Director, Democratic Services

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Appendix A

Community and Wellbeing Scrutiny Committee (CWBSC) Scrutiny Recommendations and Information Request Tracker 2024-25

The Recommendations Tracker is a standing item on committee agendas, and documents the progress of scrutiny recommendations, suggestions for improvement, and information requests made by the Community and Wellbeing Scrutiny Committee at its public meetings and as part of task and finish group reviews. Scrutiny recommendations, suggestions for improvement, and information requests will not be removed from the tracker until full responses have been provided to the Committee by either the Cabinet, council departments, and/or external partners.

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

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Recorded Recommendations to external partners from CWBSC

Meeting date and agenda item	Scrutiny Recommendation	External partner	Response	Status
30 July 2024 - Brent Safeguarding Children Partnership Report (Oct 2022–Mar 2024).	To formally invite Keith Makin (Independent Chair and Scrutineer, Brent Safeguarding Children Forum) to accompany the Chair of the Community and Wellbeing Scrutiny Committee to the next Brent Youth Parliament event.	Brent Safeguarding Children Forum	The Independent Chair has been liaising with the Brent Youth Parliament and will be attending their events as and when appropriate. The Chair of the CWBSC will also be joining him when required.	

Recorded suggestions for improvement from to Council departments/partners

Meeting date and agenda item	Suggestions for improvement	Council Department/External Partner	Response	Status
30 July 2024 - Brent Safeguarding Adults Board (SAB) Annual Report (2023/24)	Recommend that an Internal Communications Strategy is drawn up for data sharing between partners.	Partnerships, Housing and Resident Services	This has been accepted by the Independent Chairs and the Brent Strategic Partnerships Team. All relevant stakeholders will work together to ensure a strategy and processes are developed to ensure data sharing is incorporated into the work of both partnerships and the Brent Strategic Partnerships Team. This will now become an on-going action throughout the year.	
30 July 2024 - Brent Safeguarding Children Partnership Report (Oct 22–Mar 24)	In relation to the commitment to develop data collection outlined in the report, to recommend that the next report details what the current system for data collection and analysis is and what the improvement over the period was.	Partnerships, Housing and Resident Services Independent Chair and Scrutineer, Brent Safeguarding Children Forum	This has been agreed and will be included in the next report that will come to the Committee in the 2025/26 municipal year.	
18 September 2024 – Overview of SEND Provision in Brent	To widen the understanding of SEND within the wider community outside of the school setting, particularly in organisations with a young people focus.	Children and Young People	Accepted by the department at the meeting. Updates are and will continue to be provided through various channels to all partners and relevant organisations to ensure residents and families are well informed of the SEND offer Brent has in place and work carried out in this area.	
18 September 2024 – Early Years Provision and progress towards meeting the expansion of childcare entitlements	Recommend that officers working on the Food Strategy looked to further utilise data from food banks to map where provision of breakfast and afterschool clubs is required.	Children and Young People	Accepted by the department. CYP and partners will utilise data captured by our current providers, food bank partners, the Public Health team and other data sources available to ensure they have accurate data that can be used to target the correct areas and to ensure informed decisions are being made.	

18 September 2024 – Early Years Provision and progress towards meeting the expansion of childcare entitlements	Recommend early years officers contact voluntary and community sector organisations who had data on children and families whose first language was not English so that information regarding provision could be disseminated to those families.	Children and Young People	Accepted by the department. The department does and will continue to work with Brent's communications team, translation service, voluntary sector and community partners, medical services and other partner agencies to ensure that all residents have access to the information they need in a clear and understandable manner, presented to them in several of Brent's most prominent languages to ensure the highest possible catchment.	
20 November 2024 – Brent i4B and FWH performance update	At a future meeting, to receive the voids action plan, including reassurance that properties were being looked after in a systematic way before the point they became void, with staff checking property conditions while tenants were in situ. The plan should incorporate value for money.	Neighbourhoods and Regeneration Chair of i4B and FWH Housing Companies	Accepted by the Chair of i4B and FWH. Future updates to the Committee will include detailed information on voids. This will include numbers by ward (where applicable), turnaround times, risks and a rectification action plan for long term major and minor voids. Information on planned inspections and maintenance will also be included.	
20 November 2024 – Brent i4B and FWH performance update	At a future meeting, to receive an engagement and communications plan that helps to improve the outcomes of future Tenant Satisfaction Measure (TSM) surveys.	Neighbourhoods and Regeneration Chair of i4B and FWH Housing Companies	This has been agreed and will be included in future iterations of the i4B/FWH performance report presented to this Committee.	
20 November 2024 – Brent i4B and FWH performance update	For future reports, where it is noted that performance targets are not being met, it should be stated what would be done to mitigate that.	Neighbourhoods and Regeneration Chair of i4B and FWH Housing Companies	Accepted by the Chair of i4B and FWH. Future updates to the committee will include an exceptions report highlighting areas where performance is below target, relevant information on the impact of non-performance and subsequent mitigations.	
20 November 2024 – Brent Housing Management	To provide information on the impact of the housing management services reorganisation at a future Committee meeting.	Partnerships, Housing and Resident Services	Accepted by the department at the meeting. Updates will be provided to this Committee and others once the service reorganisation has been implemented.	

Performance Update				
20 November 2024 – Brent Housing Management Performance Update	To include health and safety considerations in future reports, particularly relating to cladding and fire safety, as well as climate change targets.	Partnerships, Housing and Resident Services	Accepted by the department. Future reports on BHM performance will include all relevant information on health and safety and climate change implications.	

Information requests from CWBSC to Council departments/partners

Meeting date and agenda item	Information requests	Council Department/External Partner	Response
18 September 2024 – Overview of SEND Provision in Brent	For the Community and Wellbeing Scrutiny Committee to receive a further breakdown of demand for EHCPs including ward breakdowns, age, gender and communities.	Children and Young People	Accepted by the department at the meeting. Future updates to the committee will include relevant data broken down into wards, age, gender and community groups wherever possible.
20 November 2024 – Brent Housing Management Performance Update	To provide the number of tenants the Council had diversity data on.	Partnerships, Housing and Resident Services	Accepted by the department at the meeting. The diversity data requested will be circulated to the Committee once it has been compiled for presentation.
20 November 2024 – Temporary Accommodation and Homeless Prevention Service	To provide the number of single homeless people aged 18-25 to Brent Youth Parliament.	Partnerships, Housing and Resident Services	Accepted by the department at the meeting. The single homeless people (aged 18-25) data requested will be circulated to both the Committee and Brent Youth Parliament once compiled.

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