



Cabinet

Monday 8 December 2025 at 10.00 am

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

Please note this will be held as a physical meeting which all Cabinet 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 is available [HERE](#)

Membership:

Lead Member Councillors:

Portfolio

M Butt (Chair)	Leader of the Council
M Patel (Vice-Chair)	Deputy Leader and Cabinet Member for Finance & Resources
Benea	Cabinet Member for Regeneration, Planning & Property
Donnelly-Jackson	Cabinet Member for Housing
Farah	Cabinet Member for Safer Communities, Jobs and Skills
Grahl	Cabinet Member for Children, Young People & Schools
Knight	Cabinet Member for Customer Experience, Resident Support and Culture
Nerva	Cabinet Member for Adult Social Care, Public Health and Leisure
Rubin	Cabinet Member for Climate Action and Community Power
Krupa Sheth	Cabinet Member for Public Realm & Enforcement

For further information contact: James Kinsella, Governance & Scrutiny Manager, Tel: 020 8937 2063; Email: james.kinsella@brent.gov.uk

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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 of trade union).

(b) The interests 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
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1	Apologies for Absence	
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2	Declarations of Interest	
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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	Minutes of the Previous Meeting	1 - 18
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To approve the minutes of the previous meeting held on Monday 17 November 2025 as a correct record.

(Agenda republished to include the attached minutes on 4 December 2025)

4	Matters Arising (if any)	
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To consider any matters arising from the minutes of the previous meeting.

5	Petitions (if any)	
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To receive and consider any petitions for which notice has been provided under Standing Order 66.

Members are asked to note that there are currently no petition(s) due to be presented at the meeting.

6	Reference of item considered by Scrutiny Committees (if any)	
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To consider any reports referred by either the Community Wellbeing or Resources & Public Realm Scrutiny Committees.

Resident & Housing Services reports

7	Housing Management Property Services Performance Report Q1 & Q2 2025 (including Regulator of Social Housing Safety & Quality Standard) and progress update on referral to the Regulator of Social Housing	19 - 40
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This report provides a performance update against core areas of housing management property services that fall under the Regulator of Social Housing's Safety & Quality Standard. In addition, the report provides an

update on the progress being made following the Council's self-referral to the Regulator of Social Housing.

Ward Affected: All Wards
Lead Member: Cabinet Member for Housing (Councillor Fleur Donnelly-Jackson)
Contact Officer: Spencer Randolph, Director - Housing Services
Tel: 020 8937 2546
spencer.randolph@brent.gov.uk

8 Homelessness and Rough Sleeping Strategy 2026 - 2031 41 - 104

This report presents the draft Homelessness and Rough Sleeping Strategy 2026-2031 for review following public consultation and seeks approval, as a result of the changes made in response, to the final strategy.

Ward Affected: All Wards
Lead Member: Cabinet Member for Housing (Councillor Fleur Donnelly-Jackson)
Contact Officer: Laurence Coaker, Director - Housing Needs & Support
Tel: 020 8937 2788
laurence.coaker@brent.gov.uk

Service Reform & Strategy reports

9 Corporate Performance update and Q2 reporting 105 - 124

This report details the Council's performance in Q2 2025-26, through the Borough Plan performance scorecard and updates against key activities for delivering its priorities and outcomes and in developing, enhancing and embedding performance reporting and monitoring arrangements across the organisation.

Ward Affected: All Wards
Lead Member: Cabinet Member for Climate Action and Community Power (Councillor Jake Rubin)
Contact Officer: Tom Pickup, Policy and Performance Manager
Tel: 020 8937 4116
tom.pickup@brent.gov.uk

10 Procurement of Integrated Treatment Recovery Wellbeing & Substance Misuse Service 125 - 136

This report seeks approval for the re-procurement of a contract to deliver the Integrated Treatment Recovery Wellbeing and Substance Misuse

Service using the Provider Selection Regime.

Ward Affected:
All Wards

Lead Member: Cabinet Member for Adult Social Care, Public Health and Leisure (Councillor Neil Nerva)

Contact Officer: Andy Brown, Head of Substance Misuse, Public Health
020 8937 6342

Andy.Brown@brent.gov.uk

Neighbourhoods & Regeneration reports

11 Procurement of secure cycle parking provision

137 - 148

This report seeks Cabinet approval for the proposed 2025-26 programme for the delivery of secure cycle parking (Bike Nests/Bike Hangars) across the borough and to proceed with tendering a new five-year contract, extendable for a further two years, for the supply, installation, management, and maintenance of all bike nests/hangars.

Ward Affected:
All Wards

Lead Member: Cabinet Member for Public Realm & Enforcement (Councillor Krupa Sheth)

Contact Officer: Sandor Fazekas, Head of Healthy Streets and Parking
Tel: 020 8937 5113

Email: sandor.fazekas@brent.gov.uk

12 Exclusion of Press and Public

No items have been identified in advance of the meeting that will require the exclusion of the press and public.

13 Any other urgent business

Notice of items to be raised under this heading must be given in writing to the Deputy Director Democratic & Corporate Governance or their representative before the meeting in accordance with Standing Order 60.

Date of the next meeting: Monday 19 January 2026



Please remember to set 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. Alternatively, it will be possible to follow proceedings via the live webcast [HERE](#)

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LONDON BOROUGH OF BRENT

MINUTES OF THE CABINET

Held in the Conference Hall, Brent Civic Centre on Monday 17 November 2025
at 10.00 am

PRESENT: Councillor M Butt (Chair), Councillor M Patel (Vice-Chair) and Councillors Benea, Donnelly-Jackson, Farah, Grahl, Knight, Nerva, Rubin and Krupa Sheth.

1. **Apologies for Absence**

Apologies for absence were received from Kim Wright (Chief Executive) with Nigel Chapman (Corporate Director Children, Young People and Community Development) acting as her representative.

2. **Declarations of Interest**

No declarations of interest were made during the meeting.

3. **Minutes of the Previous Meeting**

Cabinet **RESOLVED** that the minutes of the previous meeting held on Monday 13 October 2025 be approved as a correct record of the meeting.

4. **Matters Arising (if any)**

None identified.

5. **Petitions (if any)**

5.1 Experimental Traffic Order Scheme between Kingswood Avenue & Salusbury Road

Councillor Muhammed Butt (as Leader of the Council) welcomed Sanjay Nazerali (as lead petitioner) to the meeting who he advised was attending to present a petition regarding the Experimental Traffic Order (ETO) scheme between Kingswood Avenue & Salusbury Road.

In thanking the Leader of the Council for the opportunity to present the petition, Sanjay Nazerali advised that the representations made followed on from the presentation of a previous petition to Cabinet by Alastair Balfour a year ago, which had included reference to the ETOs between Kingswood Avenue and Salusbury Road. Given the exclusive focus of the current petition on the Kingswood Avenue and Salusbury Road scheme, he felt this could be regarded as Phase II of the same process highlighting the similar number signatures contained within the current petition as evidence that the issues had not disappeared.

In outlining the concerns being raised, Mr Nazerali advised that the ETOs between Kingswood Avenue and Salusbury Road had created deep division within the local community resulting in what petitioners saw as a two-tier ward whereby the relief enjoyed by the few, as a result of the ETOs, corresponded with equal levels of nuisance for their neighbours, reflecting not just an issue related to traffic but also wider community cohesion. As such, it was felt the Council had not listened to the earlier issues raised, with concern expressed that the most recent report published relating to Queens Park Healthy Neighbourhoods had stated the 1,400 signatories to the previous petition 'welcomed the scheme', which he confirmed was not factually accurate. As a result of those comments, residents had made a formal complaint seeking amendment of the report with further concerns raised, from a governance perspective, around the process followed in relation to the investigation of that complaint involving the officer who had prepared the original report.

Concern was also expressed at the process of engagement with local ward councillors in Queens Park given what the petitioners felt to have been a lack of response when queried about the representation of constituents' views in the report, which had subsequently been escalated to the Leader of the Council. Given the number of signatures across both petitions which had now been presented to Cabinet, concerns were also highlighted at the view that the sentiment being expressed in opposition to the scheme was only held by a small group of residents.

In summarising the impact of the ETO scheme on the community, Mr Nazerali felt that it represented a socially regressive policy that had caused division in the community and eroded trust in the Council's commitment to transparency. As a way forward, given the strength of feeling represented by the number of signatures across both petitions which had been presented to Cabinet, he advised the petitioners were calling on the Council to cancel what was felt to be the divisive and unfair ETO scheme between Kingswood Avenue and Salusbury Road and to develop a more holistic solution that would benefit the many rather than a few in a way that would restore trust in the Council.

In response, Councillor Krupa Sheth (as Cabinet Member for Public Realm and Enforcement) thanked Sanjay Nazerali and others for attending Cabinet to ensure the views of residents in Kingswood Avenue and Salusbury Road and the surrounding area were represented. In noting the content of the petition and presentation, Councillor Krupa Sheth assured the petitioners that the Council welcomed all feedback and felt it important to highlight the extensive engagement with the community on the scheme, including 575 emails. This had generated wide ranging feedback with strong views expressed for all options, with residents raising objections as well as expressing support for the scheme and its principles. In seeking a way forward, the petitioners were advised that all feedback would be considered alongside evidence-based traffic monitoring data such as traffic surveys, air quality results and the impact of other planned improvements in order for the Council to develop a well-balanced and evidence-based recommendation on the way forward, working with both local residents and councillors to ensure the best outcomes for Queens Park.

The Leader then invited Councillor Nerva to speak (as a local Queens Park ward councillor) who highlighted the challenge of managing traffic in inner city areas. Whilst recognising the nature of ETOs as experimental he was keen to ensure that a final way forward and recommendation on the future of the ETO scheme in

Kingswood Avenue and Salusbury Road was reached as soon as possible. The opportunity was also taken to welcome the funding secured for a traffic study on the area to the west of Chamberlayne Road, which he felt would also provide important insights as to the impact of traffic in the area. In concluding, he highlighted the balance local councillors were required to strike between the views and expectations expressed by residents in one area when compared with others from the wider area and was pleased to note the commitment made to the use of an evidence-based process to ensure an informed decision could be reached on the future of any scheme affecting Kingswood Avenue and Salusbury Road.

As a final contribution and in summing up, Councillor Muhammed Butt (as Leader of the Council) also took the opportunity to thank Sanjay Nazerali and the other residents present for attending the meeting to present the petition. Whilst recognising the views expressed about the impact of the scheme on the local community the opportunity was also taken to once again reassure the petitioners of the commitment made by the Cabinet Member for Public Realm and Enforcement to ensure a fair and evidence-based approach was taken in relation to any final decision on the future of the scheme.

5.2 Addressing the mess and nuisance being caused by pigeons under the Network Rail Green Bridge, Kilburn Station

Councillor Muhammed Butt (as Leader of the Council) advised that following consultation with the lead petitioner, the petition had been withdrawn from presentation to Cabinet.

6. Reference of item considered by Scrutiny Committees (if any)

There were no items referred from either the Community Wellbeing or Resources & Public Realm Scrutiny Committees.

7. Change in Order of Business

Councillor Muhammed Butt (as Chair) advised that as he had accepted requests to speak in relation to Agenda Item 8 (Willesden Green Health & Wellbeing Integrated Hub) and Agenda Item 10 (School Place Planning Strategy 2024-28 Second Refresh) he intended to change the order of the agenda to enable Item 8 and 10 to be considered in advance of the remainder of the agenda.

The minutes therefore reflect the order in which items were considered at the meeting.

8. Willesden Green Health and Wellbeing Integrated Hub

Prior to considering the report, Councillor Muhammed Butt (as Leader of the Council) welcomed Dr Muhammed Najim (as a lead GP located within the Willesden Green surgery and NHS Brent's Clinical Director for Health Inequalities) and Tom Shakespeare (Managing Director, Brent Integrated Care Board) to the meeting who he advised had requested to speak in support of the proposals Cabinet were being asked to consider relating to development of the Willesden Green Health and Wellbeing Integrated Hub.

In addressing Cabinet, Dr Muhammed Najim began by advising members of the background to the proposed development of the Integrated Hub starting with the longstanding nature and role played by the Willesden Green Surgery as a family run GP practice in providing primary health care services for some of Brent's most deprived communities. Highlighting the success of the surgery in terms of numbers of GP appointments being offered, high early cancer detection rates and innovative services available, including the provision of ultrasound guided surgery, which had resulting in them being shortlisted for GP Team of the year in the National General Practice Awards 2025, it was pointed out this had also created challenges with the registered patient list size having increased from 3,000 to 15,000 over the previous 7 years. This had resulted in the practice currently serving the healthcare needs of approx. 5% of Brent's resident population out of a converted makeshift 3-bedroom ground floor apartment operating in a space with the least square footage of all 400 GP practices in the NHS North West London area.

As such, he advised that all staff at the surgery were excited to have been involved in developing the proposals to deliver a new Health and Wellbeing Integrated Hub on the Gladstone Park Youth and Community Centre site, designed to deliver modern health services, community amenities and wellbeing spaces for the local community including relocation of the Willesden Green Surgery. In expressing support for the proposals being presented to Cabinet, the opportunity was taken to highlight that the Integrated Hub would be the first of its kind in NHS North West London with the building based on a modern and sustainable design also making it one of the lowest carbon and energy efficient NHS buildings in London.

In providing further detail, Dr Najim highlighted that the new local Integrated Neighbourhood Team would have access to clinical and non-clinical space on site, serving the healthcare needs of all local residents (including not only those currently registered at the surgery) with the scheme providing new outdoor community space including an outdoor gym, padel court, and wellbeing studio space as well as a community café. Recognising the need to encourage more active lifestyles, he highlighted the role the Hub would be able to play in empowering that type of activity and in creating a social space for everyone. Outlining the engagement already undertaken with the Friends of Gladstone Park, Dr Najim advised of the ongoing focus (working with a range of community groups) to ensure the additional community space and facilities being provided were welcomed by local residents also outlining plans to include the provision of a new community pharmacy as part of the Hub.

In summing up, Dr Najim ended by assuring members of the care and focus on the design of the building, involving the engagement of a leading healthcare architect and reflecting the commitment to enhance existing features within the park. The opportunity was also taken to thank the Council for their support in seeking to deliver what it was felt would be a unique and exciting flagship hub that would serve Brent residents for many decades.

The Leader then invited Tom Shakespeare (as Managing Director, Brent Integrated Care Partnership) to speak who highlighted that the proposal had been developed in partnership with the NHS, reflecting the transition towards an Integrated Neighbourhood model and drive to deliver good quality primary health care space within the borough with the Hub designed as a flagship centre for health and wellbeing as well as a centre for green excellence.

Having thanked Dr Najim and Tom Shakespeare for their comments, the Leader then invited Councillor Teo Benea (as Cabinet Member for Regeneration, Planning and Property) to introduce the accompanying report from the Corporate Director Neighbourhoods & Regeneration seeking approval for redevelopment of the Gladstone Park Youth & Community Centre site to deliver the new Health and Wellbeing Integrated Hub along with the required Strategic Community Infrastructure Levy (SCIL) funding allocation and delegated authority to enable disposal of the site and lease arrangements for delivery of the scheme.

In introducing the report, Councillor Benea began by thanking Dr Najim for his comments in support for the proposals and for his engagement in seeking to take forward the scheme, which it was pointed out represented a significant regeneration opportunity for the existing site. Highlighting the building on the current site as beyond economic repair, members were advised the proposal would enable its replacement with a modern Health and Wellbeing Integrated Hub reflecting the needs and aspirations of the local community and demonstrating the way in which planning, investment and partnership could be combined and used to deliver better social outcomes for residents of the borough from underused public land.

Referencing the schemes close alignment with the Council's wider regeneration objectives, including improving access to essential services, supporting nearby growth areas, and making better long-term use of Council assets, it was felt the co-location of GP services with community health facilities, a pharmacy and flexible activity spaces within the Hub would create a genuine focal point for the area, reducing barriers to care and helping to address persistent health inequalities in some of the most deprived neighbourhoods within the borough. In terms of funding, members were also reminded that approx. 60% of the project costs were being covered through confirmed external NHS and GP practice funding, representing a major investment for Brent that was also felt to demonstrate the value of partnership-led regeneration, with the SCIL contribution designed to help unlock funding while retaining freehold of the site in Council ownership. Members were advised that the report also set out the practical steps required to deliver the scheme, including lease arrangements and securing vacant possession through the relocation of Kilburn Cosmos Rugby Football Club (RFC), which would ensure the development could proceed on time and in a way that would deliver long lasting benefits as part of a positive and forward-looking investment with those officers involved also thanked for their support in development of the proposals.

In highlighting support for the scheme, Councillor Grahl (as local ward councillor) commended the approach outlined in seeking to transform the existing site for use as a flagship development providing a Health and Wellbeing Integrated Hub delivering modern primary health services alongside a range of community amenities and wellbeing spaces. All those involved in development of the scheme were thanked for their work and efforts to engage with the local community, with the case in support felt to have been well presented. In commending the scheme, it was also hoped that the permanent name for the facility would be able to reflect the Hub's location within the Cricklewood and Mapesbury ward.

having noted the integral role the Hub would play in support of the NHS's transition from institution to community-based services, members also welcomed the way in which the scheme had been designed to reflect the Council's objectives and

community vision along with the engagement undertaken with the Friends of Gladstone Park, Library and other park users. The focus on delivery of local health support within the communities served as well as on preventative care and in seeking to reduce health inequalities and improve health outcomes for residents through the co-location of services (including the community pharmacy) was also welcomed with the opportunity also taken to highlight the combination of funding sources supporting the project and wider value of Community Infrastructure Levy (CIL) receipts being driven through delivery of the ambitious programme of regeneration across Brent in supporting schemes such as the Integrated Health & Wellbeing Hub.

In once again thanking Dr Najim (on behalf of the Willesden Green Surgery) & Tom Shakespeare (on behalf of the ICB) for their support and collaboration in development of the Integrated Hub proposals, recognising the wider benefits identified in relation to the provision of the Integrated Hub, Cabinet **RESOLVED** having noted the additional valuation information contained within the exempt appendix to the report, to:

- (1) Approve the allocation of up to £2.97m Strategic Community Infrastructure Levy (SCIL) funding to support the redevelopment of the Gladstone Park Youth and Community Centre site into the Willesden Green Health and Wellbeing Integrated Hub, as set out in section 3.14 (Option 1) of the report, subject to the conditions in (2) below.
- (2) Approve the release of SCIL funding in staged payments, aligned to delivery milestones and contingent upon:
 - Planning consent being granted;
 - Confirmation of the full external funding; and
 - Completion of the agreement to lease with Willesden Green Surgery.
- (3) Approve the granting a 150-year peppercorn lease to Willesden Green Surgery to enable delivery of the Hub, with the Council retaining the freehold and securing lease clauses to protect health and community uses in perpetuity.
- (4) Authorise the Director of Property and Assets to agree the detailed terms of the agreement to lease and long lease disposal and to enter into the necessary legal agreements to facilitate the disposal and development and to take all necessary steps to complete the transaction.
- (5) Note the intentions to relocate Kilburn Cosmos Rugby Football Club (KCRFC) from the Gladstone Park Youth & Community Centre to the Gladstone Park Pavilion to secure suitable alternative premises for KCRFC and full vacant possession of the site to enable on-site delivery.
- (6) Note that Willesden Green Health and Wellbeing Integrated Hub would be a temporary working name for the new facility. The permanent name would be determined following discussions with key stakeholders, to reflect the hub's location within the Cricklewood and Mapesbury ward and to ensure the name was appropriate and inclusive.

9. School Place Planning Strategy 2024-28 Second Refresh

Prior to considering the report, Councillor Muhammed Butt (as Leader of the Council) welcomed Councillor Kennelly to the meeting who he advised had requested to speak in relation to the refresh of the School Place Planning Strategy 2024-2028. In addressing Cabinet, Councillor Kennelly advised he had requested to speak (as a local ward councillor) in support of the strategy and approach outlined towards the expansion of local SEND provision, including proposals for the development of the Strathcona site within his ward to provide additional primary places to meet the increasing demand for specialist provision for children with Education, Health and Care Plans (EHCPs) in the borough. In thanking the Cabinet Member and all officers involved for their work to increase the provision of SEND places across the borough, he was keen to recognise the additional benefits this approach would provide in terms of reducing the reliance on the use of out-of-borough placements and placements within the independent sector from both a financial perspective and in terms of ensuring that children and young people with SEND had the opportunity to access appropriate, high quality education provision closer to home within the borough.

Having thanked Councillor Kennelly for this comments, Councillor Muhammed Butt (as Leader of the Council) then invited Councillor Grahl (as Cabinet Member for Children, Young People and Schools) to introduce the report from the Corporate Director Children, Young People & Community Development which detailed the second refresh of the School Place Planning Strategy 2024-28. In presenting the report, Councillor Grahl began by thanking Councillor Kennelly for his comments in support of the strategy and approach towards the delivery of SEND provision across the borough including the proposals in relation to use of the Strathcona site. Referring to the refresh of strategy, the opportunity was taken to highlight the focus in continuing delivery on the commitment to provide sufficient, sustainable and high-quality school places in Brent based on every child being able to access a local school, while also supporting schools in adapting to changing demand levels. As such, members were advised the strategy had been refreshed to respond to growth in certain areas while managing surplus capacity in others.

The strategy also included, as a key priority, proposals relating to the expansion of local SEND provision recognising that demand for specialist provision was continuing to rise and with a focus on reducing reliance on more costly out of borough placements as well as those within the independent sector. In highlighting the benefits of this approach not only on families, in terms of keeping children closer to home, it was pointed out the approach would also assist in managing the associated financial pressures on the Council recognising the ambition already shown through the major investment in new provision including the opening of the Wembley Manor Special School which represented a capital investment of £22m and which now had children placed and learning there.

Attention was also drawn to the focus within the strategy on the importance of early years education in shaping life chances, with reference made to the impact which the Government's roll out of the 30 free hours childcare offer would also have on working families in Brent being able to access affordable, high quality support and the Council committed to encouraging uptake of the entitlement in order to ensure every child had the best opportunities to thrive regardless of background or circumstances. In summing up, Councillor Grahl advised that the refreshed strategy reflected the Council's determination to work in partnership with schools

and local communities to ensure all children in Brent were able to continue accessing quality education, with the efforts made to retain existing school provision also commended given the ongoing pressures across some areas in relation to demand.

Following on, Nigel Chapman (Corporate Director for Children, Young People and Community Development) also took the opportunity to outline the work being undertaken in partnership with schools across the borough in order to design solutions focussed on maintaining the sufficiency of places and sustainability of schools (recognising the varying patterns of demand which impacted on school planning areas). Given the comments made prior to consideration of the report, members were assured this would include the provision of a further report relating to development of Phase II of the SEND Capital estate investment programme.

Having welcomed the support expressed for the strategy and thanked all those involved for their ongoing work to support schools across the borough, Cabinet **RESOLVED**, having commended the way in which the strategy was felt to demonstrate the ongoing commitment to Brent's children and young people, to:

- (1) Approve the second refresh of the School Place Planning Strategy 2024-2028, as detailed in Appendix 1 of the report.
- (2) Note the continued focus on planning for the sufficiency of places and the sustainability of schools, based on varying demand patterns impacting on school planning areas in Brent.
- (3) Note the very early signs of a reversal of declining pupil numbers in the borough and that a requirement to accommodate higher demand in some planning areas may be required in the future.
- (4) Note there continued to be increasing demand for places that meet the needs of children and young people with SEND aged 0-25 and the intention to further develop the SEND estate capital investment programme as Brent's strategy to address this need, as set out in Section 3.7 of the report.
- (5) Note the school place planning actions completed in the first year of the strategy and the actions planned for the coming academic year as set out in section 4 of the report.
- (6) Note the update on the success measures set out in the original strategy in section 3.1.3 of the report.

10. **Draft Budget 2026 - 27**

Councillor Mili Patel (Deputy Leader and Cabinet Member for Finance & Resources) introduced a report from the Corporate Director Finance & Resources setting out the Council's budget proposals for 2026-27. The report also provided a general update on the Council's overall financial position, including not only the Council's General Fund revenue budget but also Housing Revenue Account, Dedicated Schools Grant and Capital Programme as well as an overview of the current economic outlook.

In introducing the report, Councillor Mili Patel began by outlining the responsibility faced by Labour being in power at national, regional and local level and in seeking to make a real difference to communities being served. As examples of the difference being made, reference was made at national level to recent introduction of the Renters Right Act and uplift being delivered in workers rights supported by activity being led by the Mayor for London at regional level in addressing air quality and the provision of free school meals. At a local level, this had included the Administration in Brent delivering record levels of Community Infrastructure Levy investment in public realm and youth facilities alongside the track record in delivery of new affordable homes across the borough. The approach needing to be delivered by Labour (as the governing party) in providing careful stewardship of taxpayers money and public finances was contrasted against that adopted by other parties in seeking to make populist and unfunded pledges without taking account of their wider impact, resulting in the need identified to ensure an honest approach with local residents. As such the budget proposals detailed within the report were commended in seeking to provide a clear and evidenced based direction for Brent aimed at fixing the foundations to continue running an efficient, fair and future focussed Council despite the challenging and uncertain operating environment and wider economic context within which it continued to function.

Members were advised that it was within this context that the Council's recent Autumn Budget proposals "Building a Better, Bolder Brent" had been submitted to the Chancellor. The proposals set out six quick wins identified by the Council which it was felt would help to turn ambition into action. These included backing the West London Orbital rail line, reforming gambling laws to protect the boroughs high streets, giving councils powers to introduce a visitor levy on overnight accommodation, ensuring major events at Wembley contributed directly to local culture, creating a new long-term housing partnership with Government and delivering much needed reform to local government finance.

At the same time, it was felt that the Council's budget proposals also served to highlight wider progress focussed locally on the delivery of cleaner streets, safer town centres, better transport, fairer housing, all of which had been designed to unlock pride in the borough. In seeking to fix the foundations, however, the need to be honest about the challenges faced and to be realistic about the measures needed to address them was also recognised given the ongoing impact being experienced as a result of the previous 14 years of austerity. Highlighting how local authorities such as Brent were not alone in facing these challenges, members were reminded that 30 Council's across England (including 7 in London) had already required Exceptional Financial Support to balance their immediate budgets with more expected to follow and Brent not exempt from those same pressures. Despite the considerable efforts to maintain financial control, innovate, identify efficiencies and generate income Councillor Mili Patel advised that the budget gap within Brent totalled approx. £30m over the next 3 years with a third of that falling during the 2026-27 financial year. This reflected rising demand for temporary accommodation, unprecedented demand in Adult Social Care and significantly increased costs for children's placements, which members noted continued to place immense strain on local budgets and services. In acknowledging the challenging nature of decisions required as a result, the proposed 4.99% rise in Council Tax being recommended for 2026/27 was not, it was pointed out, a decision which had been taken lightly but had been identified as necessary to generate £9.1m in funding that could be used to protect vital frontline services with members assured that every effort would

continue to be made to ensure Brent's Council Tax Support scheme and hardship funds continued to shield households from the sharpest pressures of the cost-of-living crisis.

Whilst aware of the challenging nature of the pressures faced by the Council, the opportunity was also taken to outline the range of measures being taken to mitigate against them including expansion of the housing portfolio (with 900 new properties due to be delivered over the next financial year), progress being made with delivery of the South Kilburn regeneration project and reform of social care provision in seeking to support families earlier and commission more efficiently with a focus on prevention as much as care. Members were advised this approach would continue to be supported by lobbying for additional funding while also seeking to protect the key services relied on by local residents.

In concluding her introduction, Councillor Mili Patel once again highlighted how challenging and difficult development of the budget proposals had been. Cabinet Members and officers were thanked for their support in the process with the detail provided within the report felt to reflect the Council's ongoing commitment to undertaking the budget setting and consultation process as transparently as possible and priority in seeking to protect residents across the borough in taking the tough decisions required to deliver a balanced budget and minimise impact on the delivery of frontline services. The efforts made to ensure the Council remained in a robust position were also felt to highlight the fiscal prudence and collaborative approach which had been adopted. Recognising the process of careful planning, financial management and decisive early action designed to deliver financial sustainability and maximum value for money, members were assured that where pressures had emerged, prompt mitigating action had and would continue to be taken in order to ensure that the Council's overall financial position remained stable including, as an example, the proactive approach taken towards cost control as a means of avoiding over £8m worth of additional expenditure.

Looking forward, members were reminded that Brent had previously been faced with difficult budgets and financial challenges but always emerged stronger as a result with the budget proposals presented within the report focussed on continuing that same level of resilience. In noting the approach as cautious but ambitious, members were advised of the way in which the proposals remained grounded in the values of fairness, responsibility and putting pride back into Brent with the task not only to navigate through the next financial year, but to ensure the Council was able to continue delivering for residents, investing in the borough and taking the tough decisions required to deliver a balanced budget.

In supporting the comments made, Cabinet Members recognised the difficult nature of the challenges and financial pressures identified and also took the opportunity to thank the finance team for their work in developing the budget proposals whilst also seeking to safeguard, as far as possible, key services and support for local residents and ensure the Council's resources were being used as effectively as possible.

In terms of specific proposals and priorities, members welcomed:

- the ongoing commitment to improving the customer experience and resident support based around the streamlining of processes and making resident

services easier to access, more responsive and digitally enabled. Highlighting the digital transformation proposals outlined within the report, members noted these had been designed to generate £1.4m of savings focussed around the use of automation and self-service tools with the technological innovations designed to enhance residents' access to essential support while enabling staff to dedicate more time to focus on the provision of direct assistance for those most in need of support.

- The ongoing support for cultural initiatives maximising use of Neighbourhood Community Infrastructure Levy (NCIL) funding as a means of continuing to invest in priorities identified by local residents enabling support to continue being provided for events like the Kilburn Music Mile.
- The work being undertaken to address the pressures and challenges in relation to demand for services relating to children and young people (including support being provided through the Family Wellbeing Centres and significant investment in additional SEND provision and to address the demand and increasing cost of residential care through the provision of a new children residential care centre within the borough) in order to maintain support for residents and families across the borough and ensure the best possible outcomes for all.
- The investment of over £14m in Public Realm improvements including highway and footway repairs, upgrading street lighting, enhancing parks and play areas and expanding the CCTV network in order to ensure Brent remained a welcoming, and vibrant place. Whilst recognising that the budget reflected the challenging nature of financial pressures faced it was felt the investment outlined alongside the ongoing commitment to tackle fly tipping through the Don't Mess with Brent Campaign, expansion of bike hangers, EV infrastructure, food waste recycling and strengthening of trading standards, highlighted the efforts being made, whilst not avoiding the tough decisions required, to create a cleaner, greener safer and a more accessible environment delivering real improvements for residents.
- The significant regeneration achievements which were continuing to be delivered, despite the challenging financial position faced by the Council. This included the efforts being made, despite wider market pressures, to support the delivery of new affordable housing (with reference made, as an example to the recent approval of the Argenta House development providing an additional 180 affordable homes) as a means of addressing the housing crisis and in enabling the Council to exceed its commitment to deliver 5,000 affordable homes and 1,700 council homes by 2028. This approach was also supported through the revised Property Strategy and Local Plan review in seeking to ensure the Council was able to maximise the value of its assets, bringing underused sites back into productive use whilst also prioritising the type of developments residents genuinely need in the right places and supported by the right infrastructure. At a time when many Councils were stepping back from these commitments, members felt it important to recognise that Brent was still seeking to deliver working closely with developer and partners to secure the new housing and supporting infrastructure required.

- The innovation and transformation being sought in service delivery, along with the efforts being made to treat staff with fairness and respect, acknowledging the work being undertaken across the Council to continue effectively delivering services in such challenging circumstances.
- The focus in seeking to continue driving efficiency measures and service transformation through commissioning and procurement arrangements as a means of delivering further savings on a collaborative and cross cutting basis that could be used to protect key services and maintain the focus on the Council's core priorities and improvements to the borough.
- The continued focus on efforts to address the housing crisis within the borough not only in seeking to mitigate against ongoing pressures relating to homelessness and the supply of Temporary Accommodation, utilising all available funding streams (including Local Authority Housing Fund & Council Homes Acquisition Programme) alongside a range of other options such as acquisitions and leasing and ongoing delivery of the Council's new build programme, but also through the Council's Preventing Homelessness Programme. These efforts were also being supported by work to drive up standards and protect tenants in the private rented sector including the Council's Landlord Licensing Scheme and focus on the Supported Exempt Accommodation market with the opportunity also taken to commend the additional protections for tenants introduced by the Government through the Renters Right Act.
- The ongoing aim to continue prioritising the most vulnerable in society whilst also seeking to protect essential services particularly in relation to health and adult social care, including the support and care being provided through the expansion of Supported Living and Extra Care provision as a longer term alternative strategy to residential care, more accessible model of assessment and ongoing benefits being delivered through Brent Health Matters in seeking to address health inequalities on a more joined up basis.

Prior to summing up, Minesh Patel (Corporate Director Finance & Resources) was also invited to comment, with members advised that the impact of any announcements relating to the outcome of the Government's Fair Funding review and final Local Government Financial Settlement (both expected during December 2025) would need to be factored into the final proposals presented to Cabinet and Council in February 2026. In terms of the assumptions outlined it was, however, noted that whilst the funding figures included in the draft budget would need to be updated following the Provisional Local Government Finance Settlement the position regarding any multi-year funding settlement and Funding Review was not, expected to impact until 2027-28.

In summing up Councillor Muhammed Butt once again highlighted the need to recognise the significant financial pressures and challenges that continued to be faced by the Council in seeking to set a balanced budget and operate in a financially sustainable and resilient way. Highlighting the impact of the budget gap identified as needing to be addressed, this had required the Council to bring forward a new series of savings proposals which (subject to approval following consultation and scrutiny) would need to be implemented during 2026-27 in order to set a balanced budget, recognising the provisional Local Government Funding

Settlement still be announced and assumptions on which the 2026-27 budget proposals had been based, as outlined in the report.

Referring to the new saving proposals (as detailed in Appendices A & B of the report), the Leader felt it important to highlight the change in approach adopted, with the proposals built around more collaborative and cross-cutting themes focussed on identifying high-impact opportunities, including cross-directorate working, improving productivity, better use of digital solutions, and increasing income generation. In outlining the specific themes identified in relation to commissioning and procurement, digital transformation, efficiency improvements, workforce productivity, income maximisation, resident experience, and service-specific proposals the opportunity was taken to reference the priority saving opportunities identified, which it was noted had either been categorised as service specific or more strategic and cross cutting programmes. Whilst acknowledging the challenging nature of the decisions to be made members were, however, assured of the emphasis throughout the process in seeking to ensure the Council remained financially sustainable with the proposals focussed around the delivery of efficiency measures, service transformations, cost reductions and income generation with a view to protecting front line services, continuing to innovate, collaborate, invest and also improve how residents experienced Council services.

In concluding, the Leader ended by outlining the commitment to ensure the consultation and decision-making process on the budget proposals was as transparent and open as possible and designed to safeguard, as far as possible, frontline services for residents to ensure no one was left behind whilst seeking to deliver a balanced budget.

Having noted the current financial context in which the budget proposals had needed to be developed Cabinet **RESOLVED**:

- (1) To note the overall financial position, as detailed within the report.
- (2) To agree to consult on the new budget proposals, as set out in Appendices A and B of the report.
- (3) To agree to consult on a Council Tax increase of 4.99% (consisting of a 2.99% general increase plus 2% for the Adult Social Care Precept) in 2026/27.
- (4) To endorse the approach to the statutory process of consultation, scrutiny and equalities between November 2025 and February 2026, as set out in section ten of the report.
- (5) To endorse the changes to the technical budget assumptions underpinning the budget, as set out in sections six and seven of the report.
- (6) To note the position with regard to the funding for Schools and the Dedicated Schools Grant, as set out in section eleven of the report.
- (7) To note the position with regard to the Housing Revenue Account, as set out in section twelve of the report.

- (8) To note the position with regard to the Capital programme, as set out in section thirteen of the report.
- (9) To note the revised Debt Recovery Policy, as set out in Appendix C of the report.

11. Approval to Proceed with Alternative Heat Supply for Willesden Green Library- Public Sector Decarbonisation Scheme (PSDS) Phase 4

Councillor Rubin (as Cabinet Member for Climate Action & Community Power) introduced a report from the Corporate Director Neighbourhoods & Regeneration seeking approval for the allocation of resources to enable the installation of an alternative, low carbon heating solution at Willesden Green Library and other energy conservation measures following the Council's successful bid for grant funding under the Public Sector Decarbonisation Scheme Phase 4 (PSDS P4).

In presenting the report, Councillor Rubin outlined how the proposed scheme had been designed to represent another practical approach in the delivery of Brent's climate and energy commitments through the retrofitting of the existing and outdated heating system at Willesden Green Library with a low carbon Air Source Heat Pump. Members were advised that the project aimed to deliver significant carbon savings whilst improving energy efficiency and reducing operational costs which would not only strengthen the resilience of the building as an important community asset but would also support the Council in bringing heat production back under its control and helping to move towards its Net Zero 2030 goal. In highlighting that the majority of investment required to deliver the scheme would utilise funding secured through a successful Salix bid under the Public Sector Decarbonisation Scheme Phase 4, the provision of additional funding through the Council's Carbon Offset Fund was also commended and acknowledged as a sensible future focussed investment supporting wider climate ambitions whilst also delivering operational savings.

In support of the proposals outlined, members were keen to recognise the value of Willesden Green Library as a community asset recognising libraries as trusted, accessible spaces that served as hubs for learning and engagement with the integration of sustainable practices also welcomed as a means of being able to transform the spaces into living examples of environmental responsibility. Recognising the way in which the installation of the alternative, low-carbon heating solution proposed at Willesden Green Library would address the outdated heating system currently in place, which it was noted had disrupted the provision of services within the building, members were keen to commend use of the Carbon Offset Fund to support the introduction of a modern, energy-efficient system that would enable the library to operate more reliably whilst delivering significant financial savings, reducing energy consumption and cutting carbon emissions.

Residents and service users were also thanked for their patience whilst delivery of the scheme was being developed, with officers also confirming the plans in place and timetable designed to ensure completion of the project within the required timescale under the grant conditions.

In welcoming the way in which the scheme had been designed to support the Council's wider climate ambitions whilst delivering financial savings and addressing

heat supply issues in a well-used and much valued building Cabinet **RESOLVED** to:

- (1) Approve a total capital budget of £917,628, which included £807,000 for installation, £111,000 contingency, and staff capitalisation costs.
- (2) Note that the total capital budget of £917,628 would be sourced from £667,628 Salix grant and £250,000 from the Carbon Offset Fund. The budget would be split across delivery of the following two projects: Willesden Green Library and Willesden New Cemetery.
- (3) Acknowledge the findings of THE Equality Impact Assessment (detailed within Appendix 1 of the report) regarding the installation of an alternative heat supply at Willesden Green Library that included the results of a public consultation undertaken.
- (4) Note the grant spend timeline stipulated by Salix and its implication on the delivery of the project, particularly when it comes to the requirement to spend all grant funding by March 31st, 2026, as set out in section 5.3 – 5.4 of the report.
- (5) Note the significant financial, energy and carbon savings that the delivery of an alternative heat supply at Willesden Green Library would provide as set out section 3.7 of the report.

12. **Adopting the Socio-Economic Duty**

Councillor Mili Patel (as Deputy Leader and Cabinet Member for Finance & Resources) introduced a report from the Chief Executive setting out proposals for the Council to formally adopt the Socio-Economic Duty (SED) as part of its commitment to advancing equity, diversity and inclusion (EDI).

In presenting the report, Councillor Mili Patel began by outlining the way in which the proposed adoption of the Socio-Economic Duty would represent another significant step forward in demonstrating the Council's commitment to the integration of EDI considerations as part of its decision-making processes. As additional background and context, members were advised that the socio-economic duty had been included as part of the previous Labour Government's introduction of the Equality Act in 2010 and required public bodies to include transparent and effective measures designed to address inequalities when making decisions about how they delivered services and functions in order to ensure that no-one suffered as a result of their socio-economic circumstances.

Despite not being mandated under the subsequent coalition and Conservative governments, pride was expressed that the Council had been implementing the principles for some time, with the decision now being sought designed to ensure that the approach and those values were formally embedded in the framework of the Council, supported by a revised Equalities Impact Assessment process in order to ensure that decisions being made continued to be informed by a clear understanding of the impact on the lives of local residents. In thanking everyone who has contributed to the development of the refreshed approach, including Councillor Donnelly-Jackson for her support in originally initiating the process, along

with the EDI team and colleagues who provided invaluable feedback during its development, Councillor Mili Patel ended her introduction by highlighting the aim to deliver a fairer and more compassionate approach in seeking to strengthen the Council's response to the root causes of inequality that were still felt to exist across the borough and provide every resident with the opportunity to thrive.

In welcoming and supporting the approach outlined within the report towards adoption of the duty, Councillor Donnelly-Jackson took the opportunity (highlighting her own personal experience and having originally advocated for the process) to also thank those involved in its delivery, which it was felt would represent a landmark milestone for the borough. Highlighting the extent of the challenges faced across the borough in seeking to address the impact of poverty, financial exclusion and the cost-of-living crisis, it was felt adoption of the duty would provide a lasting legacy in deepening the Council's ability to tackle the root causes of inequality still being experienced in Brent.

Members were also keen to acknowledge the wider links adoption of the duty would have in relation to the work and findings of the Poverty Commission, Borough Plan and EDI Strategy recognising the impact which the inclusion of socio-economic disadvantage as a key consideration in the Council's strategic decision-making process would have in terms of it being treated as equivalent to a protected characteristic. In recognising the way this would require the impact of proposals on those experiencing poverty (including children and young people), financial exclusion or housing insecurity to be assessed and reflected within Equality Impact Assessments and service design, members welcomed how it was felt this would enable the rights and needs of those most disadvantaged to be embedded within the culture of the organisation, reflecting strong leadership ahead of anticipated wider national legislation.

In support of the approach outlined and recognition that socio-economic disadvantage also represented a significant driver of inequality Cabinet **RESOLVED** to approve the Council's formal adoption of the socio-economic duty, on the basis outlined within the report.

13. **Authority to participate in Collaborative Procurement in respect of Genitourinary Medicine (GUM) Sexual Health Services Contract**

Councillor Nerva (as Cabinet Member for Adult Social Care, Public Health & Leisure) introduced a report from the Corporate Director Service Reform & Strategy seeking approval for participation in a collaborative procurement with two other councils in respect of a new Genitourinary Medicine (GUM) sexual health services contract.

In presenting the report, Councillor Nerva began by reminding members of the critical role the provision of sexual health services played in relation to the Council's public health responsibilities with continuation of the collaborative approach towards the procurement arrangements with Ealing and Harrow for Genitourinary Medicine (GUM) sexual health services designed to further enhance service integration across borough boundaries, enabling the seamless sharing of best practice and resources and ensure residents retained access to high-quality and confidential sexual healthcare.

In commending the approach outlined within the report, members were advised that Brent, Ealing, and Harrow Councils had jointly commissioned sexual health services through the Outer Northwest London (ONWL) Sexual Health Programme since 2015. During this period, service performance had met or exceeded London averages for testing coverage, chlamydia detection, and HIV treatment outcomes with the services recognised as demonstrating consistent and robust HIV care with 99% ART coverage and 96.9% viral suppression rates, highlighting the vital protection offered through the programme to residents across Brent. In support of the proposal, reference was also made to the continued high utilisation of contraceptive clinics, with more than 10,400 residents having attended since April 2025, alongside Brent's lower-than-London-average STI positivity rates, which it was pointed out also represented an example of the effective prevention and community engagement activity being delivered by the service.

In considering the report, members noted the amendment identified in relation to recommendation 2.1 which they were advised would not be required on the basis that approval was being sought for participation in a collaborative procurement arrangement rather than direct award of the contract, as also clarified within the legal considerations detailed within section 7 of the report.

In recognising the way in which the proposals had been designed to ensure Brent was able to continue meeting its public health obligations efficiently whilst maintaining service continuity, delivering value for money and supporting a responsive model aligned with public health priorities and community needs, Cabinet **RESOLVED** on the basis of the amendment to the recommendations identified at the meeting:

- (1) To note the deletion of recommendation 2.1 within the report.
- (2) To approve the Council's participation in a collaborative procurement with Ealing and Harrow Council's.
- (3) On the basis of the legal considerations within the report, to approve an exemption from the usual tendering requirements of Contract Standing Orders 84(a) to enable Ealing Council act as the lead authority in the collaborative procurement detailed in (2) above for the reasons detailed in section 3 of the report and accordingly that the collaborative procurement is undertaken in accordance with its Standing Orders and Financial Regulations.
- (4) To delegate authority to the Director of Public Health, in consultation with the Cabinet Member for Adult Social Care, Public Health & Leisure, to agree the award of contract on completion of the procurement process for a period of 5 years with an option to extend for a further 4 years to (a total of 9 years) to London North West University Healthcare Trust (LNWHT).

14. **Exclusion of Press and Public**

There were no items that required the exclusion of the press or public.

15. **Any other urgent business**

There were no items of urgent business.

Prior to ending proceedings, Councillor Muhammed Butt (as Leader of the Council) advised that it was sadness he had to announce the recent death of former Mayor and Councillor Mr Harbahjan Singh.

Members were advised that former Councillor Singh had represented Welsh Harp ward where his passion and commitment to making a positive impact on behalf of the local community were recognised and fondly remembered.

On behalf of all members of Cabinet and in advance of formal tribute being paid by the Mayor at the next Full Council meeting, the Leader offered his condolences to the family of former Councillor Singh.

The meeting ended at 11.20 am

COUNCILLOR MUHAMMED BUTT
Chair

	Cabinet 8 December 2025
	Report from the Corporate Director of Residents and Housing Services
	Lead Member- Cabinet Member for Housing (Councillor Fleur Donnelly-Jackson)
Housing Management Property Services Performance Report Q1 & Q2 2025 (including Regulator of Social Housing Safety & Quality Standard) and update on referral to the Regulator of Social Housing.	
Wards Affected:	All
Key or Non-Key Decision:	Key
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:	None
Background Papers:	None
Contact Officer(s): <small>(Name, Title, Contact Details)</small>	Spencer Randolph, Director of Housing Services 020 8937 2546 Spencer.Randolph@brent.gov.uk Gary Mitchell, Head of Housing Management Property 020 8937 2956 Gary.Mitchell@brent.gov.uk

1.0 Executive Summary

- 1.1 This report provides a performance update against core areas of housing management property services that fall under the Regulator of Social Housing's Safety & Quality Standard. The standard is in place to drive better conditions within our housing stock, ensuring our residents are in homes that are safe, well maintained and suited to their needs.
- 1.2 In addition, this report updates Cabinet on the progress the Council is making following our self-referral to the Regulator of Social Housing.

2.0 Recommendation(s)

- 2.1 That Cabinet note the performance update against core areas of housing management property services.
- 2.2 That Cabinet note that this report only relates to the Council's own housing stock and does not include performance for I4B or First Wave Housing properties. Performance on these portfolios is reported to the respective board.

3.0 Detail and Background

3.1 Cabinet Member Foreword:

- 3.1.1 This report provides Cabinet with a detailed performance update on Brent Council's housing management and property services in relation to the Regulator of Social Housing's Safety and Quality Standard. The introduction of refreshed consumer standards under the Social Housing (Regulation) Act 2023 has set a higher bar for all social landlords, and Brent is no exception.
- 3.1.2 The report sets out our compliance position across core areas including building safety, repairs and maintenance, stock condition, data assurance and governance arrangements. It also provides an update on our improvement journey following the Council's self-referral to the Regulator and the resulting regulatory judgement. We have engaged independent specialists, undertaken a forensic audit of our compliance arrangements, and launched a robust improvement programme. Our focus has been on strengthening data integrity, governance, and operational processes, with particular attention to building safety, repairs, and resident engagement. We have accelerated our stock condition survey programme, enhanced our oversight through new governance structures, and prioritised rapid improvements on the ground to provide reassurance to our residents.
- 3.1.3 The report is necessarily direct in its assessment, and I welcome that. The findings from the Regulator and our own independent audit make clear that there have been serious failings in how assurance, compliance and performance have been managed within the service. This is deeply concerning and is not where our residents should ever expect us to be. We also recognise that behind systems, dashboards and audits sit real people whose experiences have too often fallen short of what they should expect from their landlord. It is simply not acceptable that we continue to hear accounts of tenants struggling to get responses, waiting too long for action or feeling uncertain about the safety of their own homes. No resident should ever have to chase the Council to be made safe. These experiences must be the driving force behind improvement, not an afterthought to it.
- 3.1.4 I am therefore particularly pleased to see the report place such strong emphasis on resetting how we engage with residents and how tenants are positioned at the centre of this improvement programme. The turbocharging of engagement, communication and resident involvement set out here is not peripheral to compliance it is fundamental to it. A service that is not listening, not visible and not accountable to its tenants will never deliver safety or quality to the standard residents deserve. The establishment of the Housing and Tenant Satisfaction

Improvement Board, chaired by the Chief Executive, together with the introduction of the resident led Housing Management Advisory Board, marks a significant shift in culture towards transparency, challenge and coproduction.

- 3.1.5 This recovery work is taking place against a national backdrop of unprecedented pressure on the housing system. Social landlords across the country and particularly in London are grappling with a wave of new regulatory requirements, severe skills shortages, ageing housing stock and the rising costs of compliance, repairs and major works. London Councils has been clear that housing services in the capital face an unprecedented financial and operational challenge, with safety remediation and disrepair costs now running into billions. The scale of these challenges is genuinely existential for the sector. But national pressures do not diminish local responsibility.
- 3.1.6 We are determined to rebuild trust with residents by being easier to contact, quicker to respond and clearer in how we communicate. We are committed to making it simpler for tenants to raise concerns, know what to expect and see action taken. This report demonstrates that we are not treating engagement as an optional extra but as a core part of performance, safety and accountability. Every resident in Brent deserves a safe home, a responsive landlord and a Council that listens. That is the standard we will restore.
- 3.1.7 The work detailed in this report and that of the housing management service more generally supports the Council's wider borough plan to Move Brent Forward Together. In particular, the work presented with this report supports the borough plan priority to provide prosperity and stability in Brent through helping to deliver the desired outcome for safe, secure and decent housing across the borough.

3.2 Background

- 3.2.1 As part of the implementation of the Social Housing (Regulation) Act in July 2023, the Regulator of Social Housing (The Regulator) introduced a set of refreshed consumer standards that all social landlords are required to meet. These standards cover all aspects of service delivery, including:
- The safety, quality and general condition of the homes we manage;
 - Our approach to neighbourhood management, including anti-social behaviour and supporting communities;
 - Our approach to understanding the needs of our tenants, including how we share information with them as well listen to their feedback and complaints and act upon it; and
 - How we allocate homes fairly, ensure tenancy sustainment and support tenants' rights to access opportunities to move home if they want to.
- 3.2.2 The London Borough of Brent failed to meet the outcomes in the consumer standards and was given a C3 grading from the Regulator of Social Housing.
- 3.2.3 The London Borough of Brent made a self-referral in April concerning the quality and accuracy of its fire safety data. Following a spot check, the council found that although actions from fire risk assessments had been closed,

evidence of completion was not available in all instances and that some actions had not been completed.

3.2.4 This report covers the performance of services provided by Housing Management Property Services and outlines the compliance position against the Safety and Quality Standard.

- Our management and use of stock condition information, including performance re. the Government's Decent Homes Guidance;
- Our delivery of repairs and maintenance, including damp and mould, disrepair, void management and our major works programmes;
- Building safety and compliance workstreams, including fire, water (legionella), asbestos, gas, electrical and lifts; and
- An update on progress following our self-referral to the Regulator of Social Housing.

4.0 Update Following our self-referral to Regulator of Social Housing (6 Months on)

- 4.1 In April 2025 it was identified within the Housing Service that True Compliance, which is the compliance software utilised by the council, had been updated incorrectly.
- 4.2 Further investigations established that up to 12,500 fire actions had been wrongly updated to indicate that works had been completed but were missing the required supporting evidence. In addition, the council was unable to reconcile performance data on asbestos management, water safety and detectors for smoke and carbon monoxide.
- 4.3 Upon realising the potential seriousness of the situation, advice was taken on appropriate corrective steps, from a building safety specialist that deals with the management and recovery of regulatory breaches.
- 4.4 In line with the requirements of the Social Housing (Regulations) Act 2023 around transparency, the advice was to self-refer to the Regulator of Social Housing.
- 4.5 Contact was made with the regulator, which subsequently led to a request for further performance information on building safety and stock decency.
- 4.6 The council was unable to provide a comprehensive response, due to the low level of confidence in the performance data held within True Compliance.
- 4.7 As part of the response, the council was asked to provide information on its stock condition data.
- 4.8 The council reported that it had stock data on 95% of its homes, however it does not hold recorded survey information on over 50%.

4.9 As a result of the aforementioned issues, on the 28th May 2025 the Regulator of Social Housing [published its regulatory judgement](#), that being a grading of **C3**. This grading was assessed against the Safety and Quality Standard element of the standard. A full list of the standards can be found in paragraph 9.4.

4.10 The Consumer Standards is the regulatory framework operated by the Regulator of Social Housing. Set out below is an explanation of the grading:

Grading	
C1	Fully compliant: landlords demonstrate good compliance and an appetite and ability to address failings effectively.
C2	Still compliant, but there may be some weaknesses or areas for improvement.
C3	Serious failings have been identified, and significant improvements are needed.
C4	Very serious failings, and fundamental changes are needed to address them

4.11 In response to the situation, the council appointed independent health and safety advisors that specialise in building safety and assisting landlords in meeting the requirements and outcomes set out in the Social Housing (Regulations) Act 2023, in particular The Quality and Safety Standard.

4.12 The independent specialists began their work mid-May and have completed an initial assessment of the council's compliance arrangements against the 'Big 8' areas of compliance. These being:

1. Fire Safety
2. Gas Safety
3. Electrical Safety
4. Water Safety
5. Asbestos Management
6. Mechanical and Engineering (Lifts)
7. Damp and Mould
8. Smoke and Carbon Monoxide (CO) detectors

4.13 The Health and Safety Specialists have been contracted to support ongoing improvement work, providing additional objective and independent oversight, as well as building safety expertise.

4.14 Caldiston Ltd have carried out an independent forensic audit across all key compliance workstreams (including fire, gas, electrical, water, asbestos and decent homes requirements) which was completed in August 2025. The audit involved desktop reviews, staff interviews and validation of data from multiple systems in use by the service, including True Compliance, NEC, and LifeSpan.

4.15 The audit aligned with officers' concerns, validating the referral to the regulator confirming that there were significant systemic issues, particularly in data

management, governance, and policy implementation. The overall outcome of the audit was that the housing management service has inadequate assurance in relation to managing building safety and compliance.

- 4.16 Key recommendations from the audit include developing a comprehensive compliance framework, resolving data integrity issues, closing overdue fire risk assessment actions, establishing central registers for smoke and CO detectors, and providing staff training on compliance processes. It is also recommended to implement dashboards for real-time KPI monitoring and align the Strategic Risk Register with actual risks.
- 4.17 The findings from the audit have highlighted and clarified several areas that the service had already identified as needing focus as well as some additional key learning. These findings have fed into the development of a robust action plan for improvement. This action plan also includes root cause analysis (as recommended by The Regulator), to ensure permanent solutions are in place to prevent similar issues arising in the future and will form a key part of the agenda and monitoring for the relevant project board under the newly established Housing and Tenant Improvement Programme.

Ongoing improvement work

- 4.18 Whilst the reflective audit work is vital for lesson learning and effectively mapping robust and long-term improvements to our management of building safety, it has been important to us as a service to ensure we are driving forward rapid improvements on the ground to strengthen oversight quickly and provide re-assurance for our residents
- 4.19 The Compliance Team have been onboarding additional contractors to expedite the completion of works as a consequence of Fire Risk Assessments, and as of 1 September it confirmed that all outstanding high-risk fire actions in high-rise blocks had been satisfactorily addressed; either closed with evidence, completed and closed with evidence or work booked.
- 4.20 The rebuild of True Compliance and the NEC asset register is well underway and due to be complete by April 2026. Additional governance has also been implemented around the management of data, in particular restricting property creation access which provides a more controlled approach to new properties being added to the system and feeding into compliance workstreams accurately.
- 4.21 The compliance team has been progressing with recruitment. A Compliance and Contract Manager, a dedicated electrical manager, a Quality and Delivery Manager and an interim Contract Officer all started in September with two permanent Contract Officers starting in October, all with a focus on compliance and safety.
- 4.22 Furthermore, the Housing & Tenant Satisfaction Improvement Board met for its initial meeting in September and the Building Safety Compliance Project Board held its first meeting on 12th November 25.

- 4.23 The Building Safety Compliance Project Board reports up to the Housing & Tenant Satisfaction Improvement Board, which is chaired by the Chief Executive, will oversee and drive initiatives aimed at improving the quality of housing services and increasing tenant satisfaction.
- 4.24 The Board will provide governance and oversight by monitoring the progress of improvement initiatives and ensuring compliance with housing standards.
- 4.25 Significant progress has been made in addressing the data issues highlighted in the audit report. Our priority has been to validate the ownership and the council's compliance responsibilities of all properties on our Housing Database, NEC. This work is essential to build confidence in our data and provide a reliable foundation for reporting.
- 4.26 We are currently in the process of systematically reviewing each compliance stream, starting with Gas. This will confirm the properties that fall in or out of scope, and importantly, for what reason. Whilst the audit highlighted that confidence in the reporting number is low, we are using these figures as a baseline so that improvements can be clearly appreciated as our validation work progresses. This will result in the reported asset numbers changing as properties are validated and confirmed in work streams, and percentages fluctuating because of this.
- 4.27 This data correction work is not limited only to the properties we report on to the Regulator (i.e. council owned homes) but has been expanded to all residents in our properties e.g. leaseholders, i4B and FWH tenants etc. This ensures a consistent, council-wide approach that strengthens both safety and assurance moving forward.
- 4.28 We have accelerated the Stock Condition Survey program to surveying 35% of our stock this financial year splitting the remaining surveys between the next 2 years with a goal to reach 100% March 2028.
- 4.29 Senior Housing Management managers meet monthly with the Regulator of Social Housing, and have developed a good working relationship with them with the Regulator being happy with the pace in which Housing Management are working to recover their position.

5.0 Wider 'Safety & Quality Standard' improvements

- 5.1 The Housing & Tenant Satisfaction Improvement Board met for its initial meeting in September. This Board, chaired by the Chief Executive, will oversee and drive initiatives aimed at improving the quality of housing services and increasing tenant satisfaction. The Board will provide governance and oversight by monitoring the progress of improvement initiatives and ensuring compliance with housing standards.
- 5.2 In addition, the new Housing Management Advisory Board (HMAB) ensures there is sufficient resident and independent scrutiny and challenge on our

compliance and improvement activities. The areas of performance outlined in this report will feature regularly in the HMAB forward plan to ensure resident-led strategic scrutiny.

- 5.3 In September 2025, Housing Services appointed a Head of Housing Quality Assurance, Engagement and Insight. This is a new role which will bring together compliance and service improvement activities through the development of quality and control mechanisms, giving oversight and expertise to all housing services as they strengthen their 'golden thread' approaches.
- 5.4 The Housing Management Property Services are also undergoing wider operational changes, with the commencement of new repairs contracts.

6.0 Engagement with residents and key stakeholders

- 6.1 A multi-channel engagement strategy has been developed in partnership with the councils Communications Team which prioritises transparency, trust and keeping all key parties informed of progress and upcoming changes.
- 6.2 Engagement and communication activities:
- Special print edition of The Noticeboard (council tenant and leaseholder newsletter), providing an update on building safety, re-iterating how to contact the service about building safety concerns and an overview of the new repairs contract set up.
 - E-newsletter version of The Noticeboard included a video message from Councillor Donnelly-Jackson outlining the Regulator judgement, what it means, what action has been taken so far and our commitment to rapid and lasting improvements.
 - Update to the existing web page and FAQs.
 - Members bulletin update and self-referral update report to Community and Wellbeing Scrutiny Committee.
 - Tenant and Leaseholder Open Day where residents were able to report and get updates on repairs, and discuss and raise H&S compliance concerns
 - Events - Summer Roadshows, Building Safety Meetings, Resident Association Chair Seminar
- 6.3 Surveys are conducted with residents at all events to capture feedback in order to better understand what engagement activities they would like to see going forward. This year, the feedback from our onsite events has been positive, with residents wanting more outreach events and services brought to them more frequently. Requests include localised events in community rooms and on estates, gardening and volunteer days, localised news from housing on a regular basis, community Whatsapp groups and housing service pop ups.

7.0 Safety and Quality Performance Update Q1 and Q2 2025

The following focuses on the Performance of Housing Management against the key required outcomes and expectations of the RSH Safety & Quality Consumer Standard.

7.1 Stock quality

7.1.1 Regulatory requirements are:

To have an accurate, up to date and evidenced understanding at an individual property level of the condition of the homes we manage (physical inspection)
To use this information to reliably inform provision of service delivery (H&S requirements, Decent Homes, repairs and maintenance, planned improvements, adaptations)

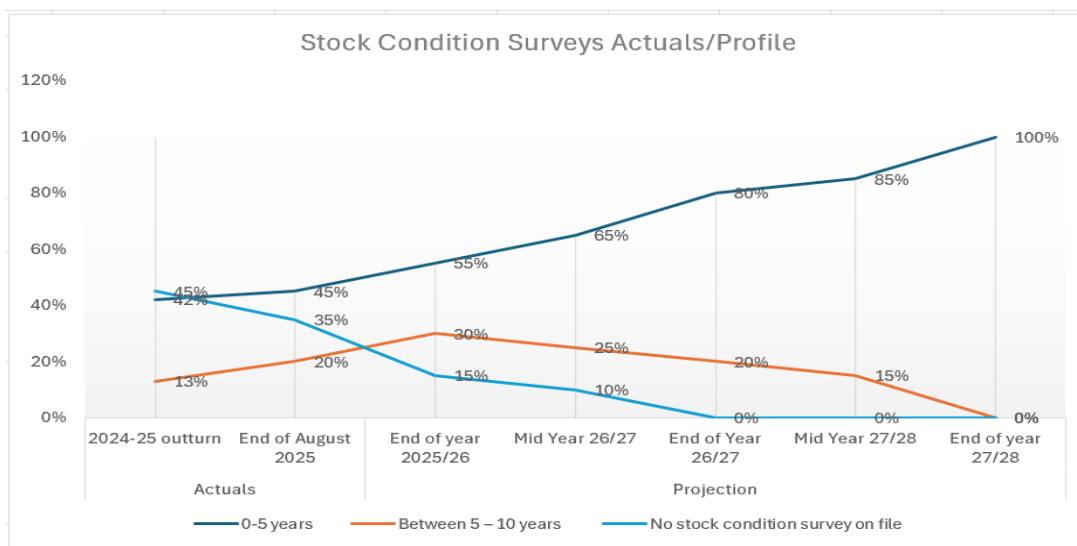
7.1.2 Based on regulatory judgements published by the RSH, we can establish that they consider “up to date” to mean that a stock condition survey is no more than 5 years old.

7.1.3 Our stock condition data is stored in a system called Lifespan which is reporting the following;

- We currently have 8976 dwellings.
- Of the 8976 dwellings, there is surveyed information on 5851 although 65.2% is classified as “up to date” and the remaining between 5 and 10 years.

7.1.4 The plans to achieve 100% of our stock surveyed is set out below:

- This financial year we will carry out surveys on 35% of our stock.
- Arkus Limited have been appointed to assist with the management of stock data and the creation of a capital works programme.
- The chart below sets out the profile for the stock condition survey programme to achieve 100% surveyed:



7.2 Decency

7.2.1 Regulatory requirements are:

To ensure homes meet the Decent Homes Standard
To continue to maintain their homes to at least this standard unless exempted by RSH

7.2.2 The Decent Homes Standard requires adequate thermal comfort, modern facilities, a reasonable state of repair and no serious health and safety risks (hazards) as defined by the Housing Health and Safety Rating System (HHSRS) in our properties. This is assessed through the Stock Condition Survey program.

7.2.3 Until the Stock Condition Survey program is at 100% compliance, we will not have an accurate understanding of the non-Decency within our entire stock, currently predicted to be March 2028.

7.2.4 As of the beginning of October 2025, 5437 of the 5851 homes which have been surveyed are Decent, equating to 92.9%. This is however, only reflective of the 65.2% of stock we have surveyed, thus is limited.

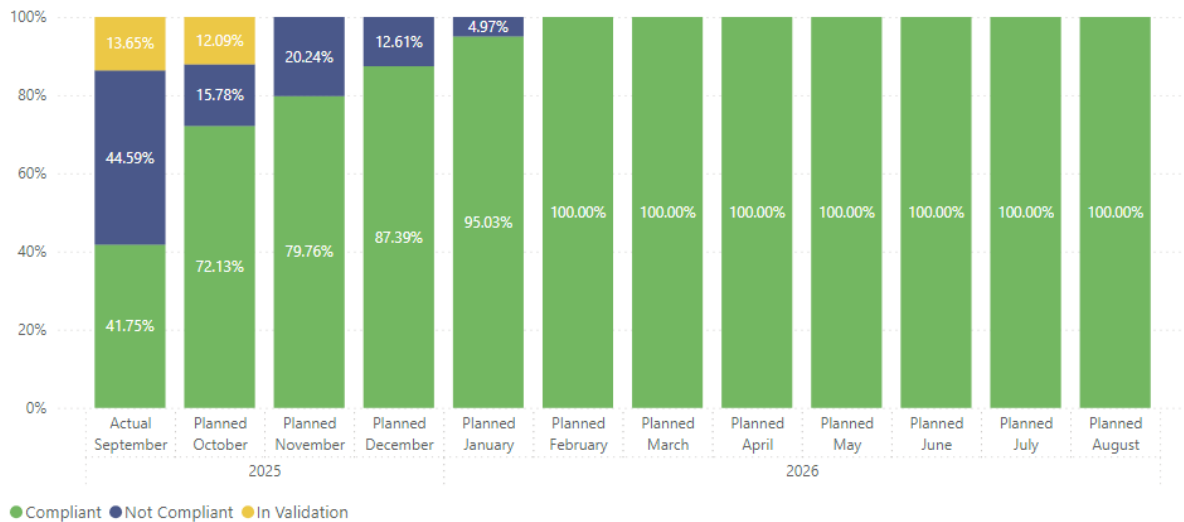
7.3 Health and safety

7.3.1 Regulatory requirements are:

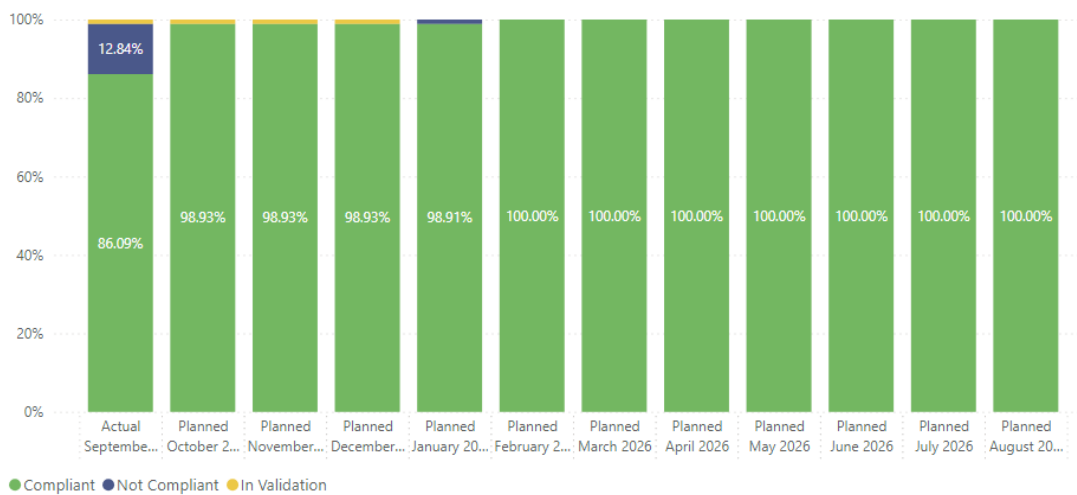
To identify and meet all legal requirements that relate to the health and safety of tenants in their homes and communal areas
To ensure that all required actions arising from legally required H&S assessments are carried out within appropriate timescales
To ensure that the safety of tenants is considered in the design and delivery of landlord services and take reasonable steps to mitigate any identified risks to tenants

- 7.3.2 As stated above, in April 2025 the Council self-referred to the regulator, and as a consequence of an external audit it was confirmed that data held within Housing Management systems was of a poor quality and could not be verified to give any level of assurance. The service has been working hard to recover this position but there is still much to do to be able to give this assurance and until such time that the three key sources of property and compliance data, NEC Assets Module, True Compliance and Lifespan, have been reviewed, corrected, upgraded and then triangulated, we are unable to provide a high level of assurance in KPI data.
- 7.3.3 The necessary pieces of work to the modules and systems are ongoing, with True Compliance being the primary focus at this point. The work to True Compliance is anticipated to be complete by April/May 2026. It should not be underestimated the volume of work required to undo and reconfigure years of misinformation and poor data management.
- 7.3.4 PowerBI graphs have been created to illustrate the assurance and compliance position across each area. The yellow segments (“In Validation”) represent the percentage of properties, blocks, or assets that are not on a programme and do not have an exclusion category. Each property, block, or asset is reviewed to confirm whether it should be included in a programme. For example, a property may not appear on the Gas Domestic programme because it does not have a gas supply. In such cases, the property is categorised accordingly, e.g. Out of Scope - *Communal Heating*. Weekly reports are run to ensure that all properties have the correct information recorded and that there are no inconsistencies (for instance, a property marked as “In Scope” but missing from the gas programme). This process maintains the accuracy and assurance of the programmes and compliance reporting.
- 7.3.5 Each month is recorded as either *Actual* (data accurate as of the end of that month) or *Planned* (forecasted position). In some cases, such as the Communal Asbestos Reinspection programme, the forecast assumes that some properties will require further checks. As a result, the *In Validation* category may change to *Not Compliant* as we work with our contractors to bring these properties into a compliant position.

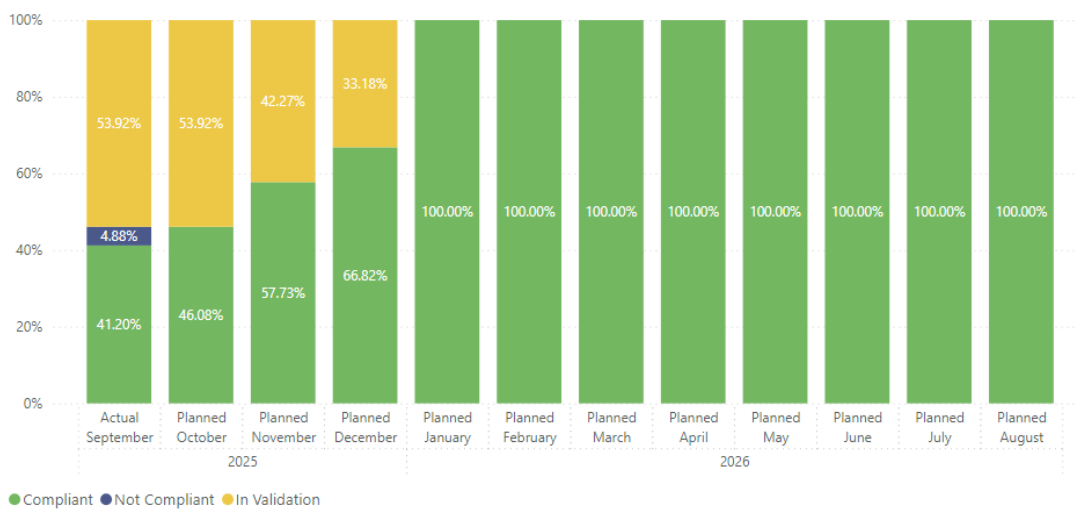
Fire Risk Assessments (FRA)



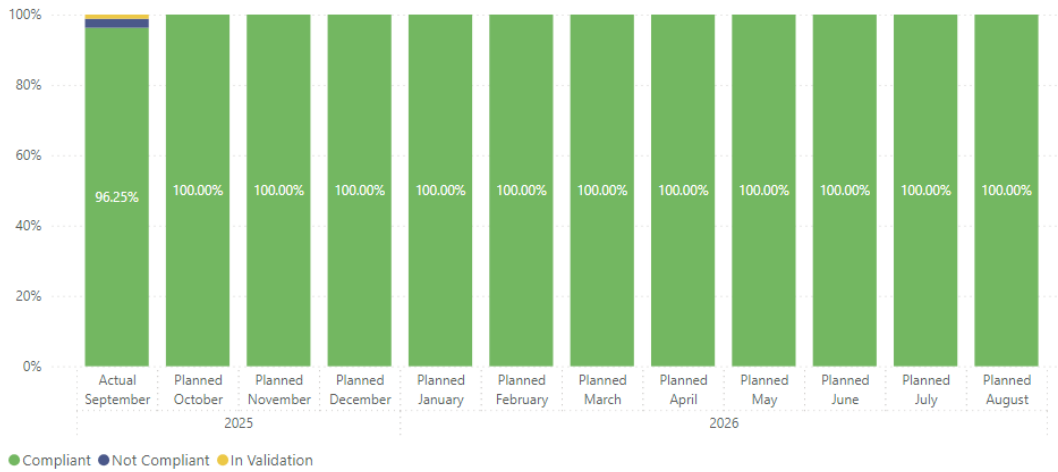
Electrical Domestic



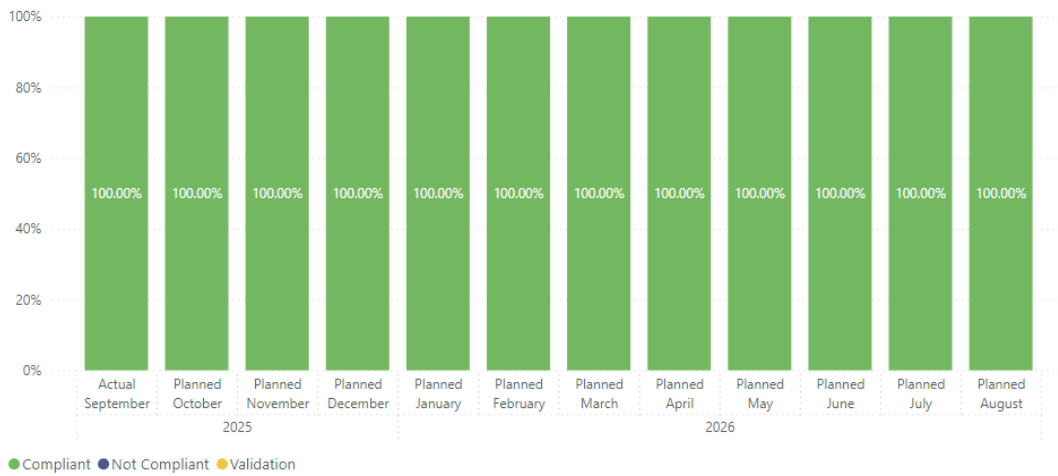
Electrical Communal



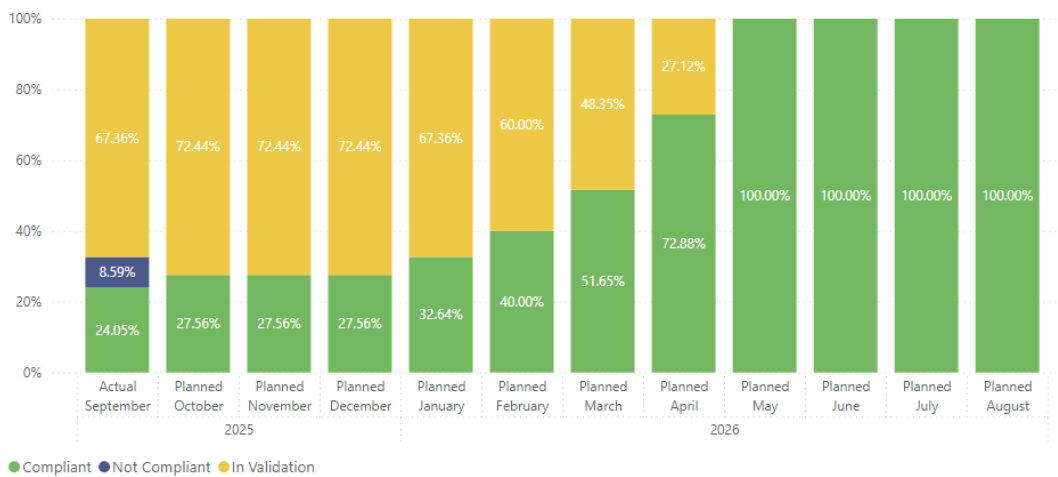
Gas Domestic



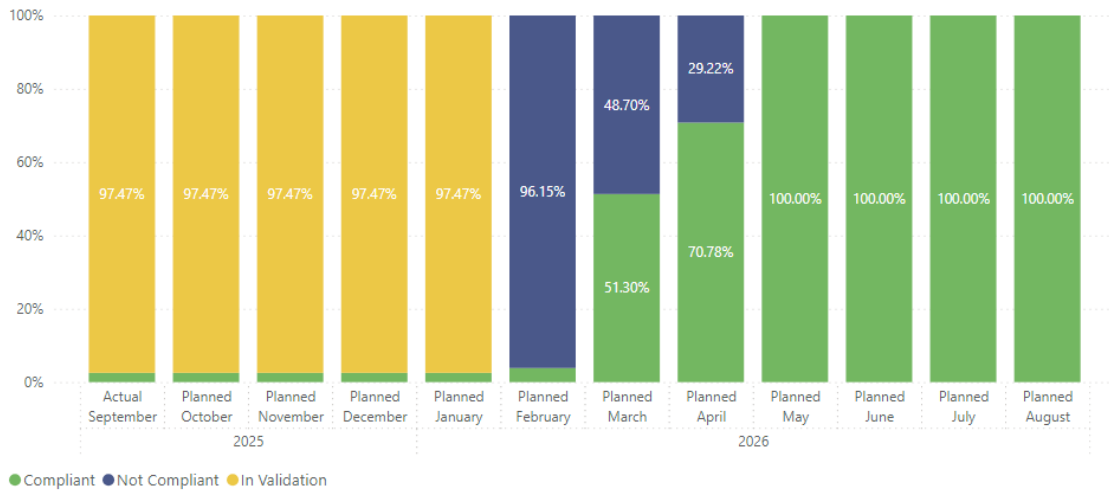
Gas Communal



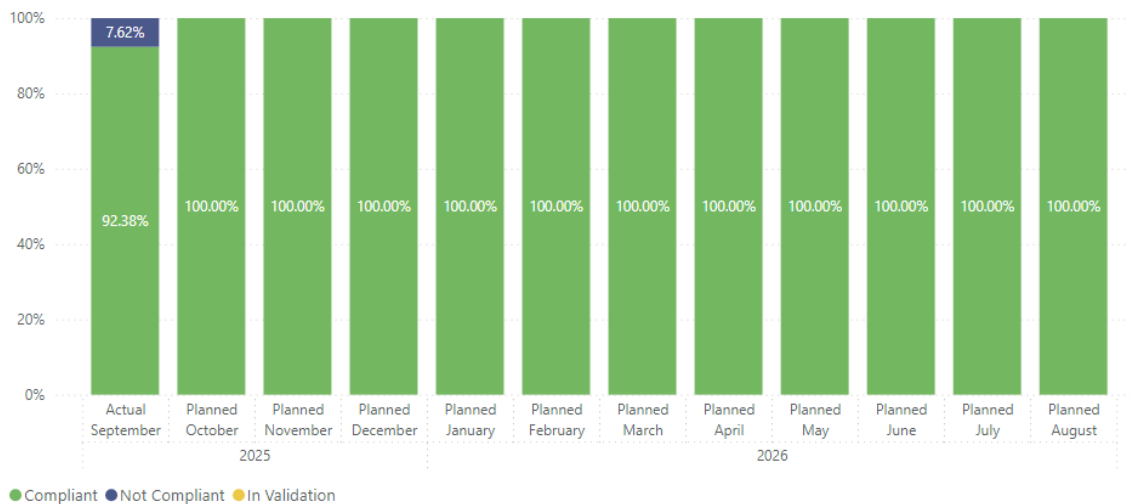
Water Safety



Asbestos Management



M&E Lifts



7.4 Repairs and maintenance

7.4.1 Regulatory requirements are:

Repairs volumes and timescales		2024/25						2025/26				
		Target	Q1	Q2	Q3	Q4	2024/25 outturn	Q1	Q2	Q3	Q4	2025/26 YTD
Emergency	Repairs raised	100%	1979	2067	2893	2695	9634	2102	2245			4347
	In timescale		1894	2065	2888	2685	9532	2092	2236			4328
	In timescale %		95.7%	99.9%	99.8%	99.6%	98.9%	99.5%	99.6%			99.6%
Non-emergency	Repairs raised	tbc	5712	5273	6354	8107	25446	5084	5238			10322
	In timescale		4175	4268	5667	6200	20310	4663	4781			9444
	In timescale %		73.1%	80.9%	89.2%	76.5%	79.8%	91.7%	91.3%			91.5%
Total jobs	Repairs raised	tbc	7691	7340	9247	10802	35080	7186	7483			14669
	In timescale		6069	6333	8555	8885	29842	6755	7017			13772
	In timescale %		78.9%	86.3%	92.5%	82.3%	85.1%	94.0%	93.8%			93.9%

To provide an effective, efficient and timely repairs and maintenance service for homes and communal areas (easy reporting, set timescales in policy, steps to deliver to timescale)
To keep tenants informed about repairs and maintenance with clear and timely communication
To ensure that the delivery of repairs and maintenance is informed by needs of tenants and provides value for money

7.4.2 The repairs performance for the first two quarters has significantly improved compared to 2024/25. This has been driven by the improvement of non-emergency repairs completed within timescale. The implementation of the new NEC system will enable us to analyse more detailed trends in our repairs service delivery to identify the key drivers for this performance.

7.4.3 This improvement likely reflects better integration of call handling and scheduling. Sustaining this completion rates at this level is possible through continued efforts to train staff and monitoring.

7.4.4 Weekly operational meetings continue to take place to monitor and track outstanding repairs. There are chaired by the Area Repairs and Voids Manager and attended by contractor representatives with a focus on progress against KPIs, identifying blockages and ensuring follow-on works are raised promptly.

7.5 **Damp, mould and disrepair**

7.5.1 Regulatory requirements are:

To investigate emergency hazards and undertake safety work to confirmed hazards within set timescales

7.5.2 Damp and mould repairs and ongoing works are being closely monitored. New guidance and training continues to be delivered across all housing teams to improve awareness of our duties and clarify escalation routes.

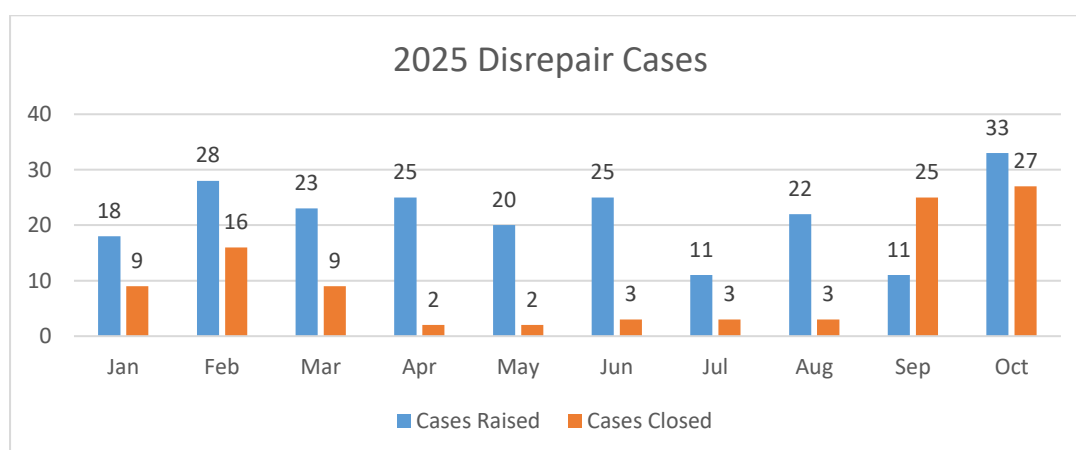
7.5.3 Damp and mould reporting remains challenging, as it relies on manual data validation to ensure all damp and mould works, especially those that are part of wider complex works, are reported. The NEC project, which aims to create one central system for housing delivery, will be critical to support better reporting in this area. Damp and mould performance reporting improvements are ongoing whilst we plan for the system improvements and will be reported once we have more confidence about the robustness of data and can present assurance against all duties in this area.

7.5.4 HHSRS monitoring is carried out daily, repairs are tracked by coordinators and contractors and reported on in weekly operational meetings. Embedding HHSRS assessments effectively into our service will require ongoing training and monitoring to ensure consistent application by surveyors.

7.5.5 To drive improvements to the management of damp and mould cases, the following changes have recently been made to operational processes:

- Damp and mould assessment forms were embedded into operational practice with staff trained on their use;
- Proactive monitoring has begun using sensor data where available;
- Engagement with residents includes targeted advice on prevention and reporting;
- A trial of TJR ventilation solutions was completed and all works to properties in the trial are now complete. We will be arranging follow up visits in the coming months to determine the impact the upgrades have had on reducing condensation within homes and assisting residents with moisture management.

7.5.6 We have experienced an increasing number of disrepair claims since 2021 causing a high volume of casework in this area and a growing backlog. In 2021, we had c100 disrepair cases open, and as of 27th October 2025, we have 457 cases open. A recent refocus due to targeted resource has seen positive improvements in the number of cases being closed, with significant increases across Q1 and Q2 of 2025-26.



7.5.7 The improvements in case closures since September is reflective of the work and focus of a new interim Disrepair Manager. The aim is that this performance continues and maintains at a higher level than cases received. The team have set an ambitious target to close 10 cases each week, equating to 480 cases over 12 months.

7.5.8 This is another area where work is being done to scrutinise our data. We now have a clearer understanding of the total number of disrepair cases and can track through to successful completion of works. More data and information will be reported in this area when we are confident in its validity.

7.6 Planned improvements

7.6.1 Regulatory requirements are:

To provide an effective, efficient and timely planned improvement service for homes and communal areas (set timescales in policy)

To keep tenants informed about planned improvements with clear and timely communication

To ensure that the delivery of planned improvements is informed by needs of tenants and provides value for money

7.6.2 The table below details the original budget for the Major Works Programme, and the revised Q2 budget and forecasts.

Project Name	Original Budget 25/26	Revised Budget Q2 25/26	Forecast Q2 25/26
Refurbishment of Granville Homes	£9,000,000	£0	£250,000
Energy Efficiency Works	£0	£0	£100,000
Capitalised Structural (HRA)	£800,000	£0	£0
HRA Major Works	£50,000	£50,000	£50,000
Communal Electrics	£100,000	£0	£0
Domestic Electrics (HRA)	£850,000	£600,000	£600,000
Kitchens & Bathrooms (HRA)	£400,000	£400,000	£400,000
External Fabric Works (HRA)	£1,800,000	£0	£0
Tower Blocks - Five Tower Blocks	£13,700,000	£5,000,000	£5,000,000
Tower Blocks - Kilburn Square	£4,000,000	£443,543	£3,713,185
IT & Software	£60,000	£75,000	£75,000
Fire Safety	£700,000	£2,050,000	£2,050,000
Stock Condition. Surveys	£90,000	£0	£0
HRA Capitalised Costs	£1,700,000	£0	£0
HRA M&E - Central Heating	£0	£0	£0
Garages (HRA)	£0	£0	£0
Windows	£0	£500,000	£500,000
Roof Replacement	£0	£500,000	£500,000
Voids	£0	£500,000	£500,000
Contingency	£0	£1,275,000	£1,275,000
Staff Capitalisation	£0	£500,000	£500,000
TOTALS	£33,440,000	£13,193,543	£16,813,185

7.6.3 The Major Repairs Programme Budget has been reallocated to prioritise essential fire safety works. The team have engaged with external consultants to review the programme and current budget allocations to ensure money goes to priority areas.

7.6.4 The revised budget includes two reprofiles to 2026/27 of £9m from Granville Homes Refurbishment, and £8.7m from Tower Blocks – Five Tower Blocks. These reprofiles will allow the Major Repairs team to focus on the essential

works required following the self-referral, as well as allowing more time to consider how to improve the financial viability of both projects for the HRA.

7.7 Adaptations

7.7.1 Regulatory requirements:

To assist tenants seeking housing adaptations to access appropriate services
To communicate to tenants how we will assist tenants seeking adaptation services for their home
To co-operate with tenants and other stakeholders to that a housing adaptations service is available to tenants where appropriate

7.7.2 Under the Safety and Quality Standard, we are required to clearly communicate to tenants how they can access services re. adaptations for their home where needed. In Brent, the Private Housing Service delivers a tenure-neutral pathway for adaptations, serving both private residents and social tenants across the borough, including Brent Council tenants.

7.7.3 Below is a table which outlines the completed adaptations for 2024-25 outturn and the costs for Q1 and Q2 2025-26.

	Adaptations to council homes				
	2024-25 outturn	Q1 2025-26	Q1 2025-26 cost	Q2 2025-26	Q2 2025-26 cost
HRA funded	68	13	£69,853.37	17	£96,549.28
DFG funded	18	15	£134,067.42	8	£48,380.42
Total	86	28	£203,920.79	25	£144,929.70

8.0 Financial considerations

8.1 Like other local authorities, Brent is facing significant financial pressures and are continuously needing to look for efficiencies to address budget challenges. Some of the main challenges that could affect the long-term viability of the HRA Business Plan along with rent levels are major works, repairs, cost of compliance and debt levels.

8.2 The HRA is also contending with elevated demand for repairs and maintenance services. A large volume of complex repairs, as well as increased instances of issues such as damp and mould, are placing substantial strain on budgeted resources. This heightened requirement for responsive maintenance is expected to continue throughout the current financial year, leading to cost pressures beyond original estimates. It is currently projected that repair and maintenance budgets could be overspent by £5m in 2025/26.

- 8.3 The remediation programme required as a result of the self-referral findings represents a significant risk to the HRA and results in additional financial pressures associated with addressing the identified compliance issues. Specialists are currently assessing the situation and developing a recovery plan, with anticipated costs yet to be detailed, however it is projected that these might be in a region of £3m. Additionally, the Council faces financial risks from potential reductions or cessation of grant funding for housing developments while operating under regulatory notice, until full compliance is demonstrated.
- 8.4 The levels of voids has an impact on collectable rents and service charges. The HRA Business Plan allows for a 1.7% income loss through voids against the 4% rate in 2024/25. A 1% loss of rent and service charges could result in a circa £0.7m loss of income to the HRA per annum.
- 8.5 The HRA is forecasting a £2.6m deficit for the 2025/26 financial year, before utilising reserves. While the authority's reserves of £4.5m currently stand at above the target level of 5% of total turnover, this figure remains relatively low compared to the Council's peers. This comparatively smaller reserve base presents a financial risk, limiting the Council's capacity to respond effectively to unforeseen financial pressures or emergencies. Strengthening reserve levels is important to enhance financial resilience and ensure greater flexibility in managing future budgetary challenges. The Asset Management Strategy and investment plans must be approached cautiously and allow for flexibility to scale back on schemes where required. Careful budget monitoring and financial planning are crucial.
- 8.6 The Major Repairs Capital programme has had prior year overspends, which contributed to an increase in borrowing costs for the HRA in 2024/25. The original budget for Major Repairs in 2025/26 (£33.4m) far exceeds the initial plan for year 4 of the 5-year Asset Management Strategy agreed at Cabinet in 2022 (£12.1m). Reprofiling of delayed tower blocks projects in 23/24 to the current year and the addition of Granville Homes Refurbishment have contributed to this increase. Given the current state of the HRA, it is not feasible to start these projects in 25/26, and they have again been reprofiled into future years. Finance officers have worked at reprofiling the 25/26 budget to an amount that the HRA can afford, and the Major Repairs team have engaged an external consultant to further review the budget in line with the new priorities following the self-referral.
- 8.7 Officers need to find new ways of working to reduce overspends in the Major Repairs Programme and utilise sources of finance other than borrowing wherever possible to allow vital work to take place.
- 8.8 A refreshed 5-year Asset Management Strategy is required that meets the current priorities and is aligned with the HRA Business Plan to ensure that the Major Repairs Programme is affordable.

9.0 Legal considerations

- 9.1 This report ensures compliance with the regulatory standards for housing, in particular ensuring we comply with the requirements of the Social Housing (Regulations) Act 2023 (the “Act”).
- 9.2 The Act received royal assent on 20 July 2023. It makes provision for the regulation of social housing landlords, particularly with regard to issues such as safety, transparency, standards and conduct of staff and tenant engagement. The Act also strengthens the powers of the Housing Ombudsman and enables requirements to be set for social landlords to address hazards such as damp and mould within a fixed time period.
- 9.3 As a result of the amendments made by this Act, safety and transparency will become explicit parts of the objectives of the Regulator of Social Housing (“the Regulator”) and the Regulator will have greater powers in relation to the competency and conduct of staff and the provision of information. The Regulator will also be given strengthened economic powers to ensure they can effectively intervene when required to enable them to assess landlords failing to meet standards more routinely and proactively, as well as taking action in a wider range of circumstances. Changes are also made to the economic regulatory regime to ensure that providers of social housing are well governed and financially viable.
- The Act has three core objectives as follows:
 - To facilitate a new, proactive consumer regulation regime
 - To refine the existing economic regulatory regime
 - To strengthen the Regulator’s powers to enforce the consumer and economic regimes.
- 9.4 On 29 February the Regulator set out the revised consumer standards that apply to all registered housing providers from 1 April 2024. The new standards are:
- The Safety and Quality Standard
 - The Transparency, Influence and Accountability Standard
 - The Neighbourhood and Community Standard
 - The Tenancy Standard
- 9.5 The introduction of the revised consumer standards also included information on the Regulator’s Tenant Satisfaction Measures (TSM) referred to above, that all social housing landlords must report on. The TSMs will help the Council to see how well it is doing in areas such as keeping properties in good repair, maintaining building safety, and effectively handling tenant complaints. The Regulator required all landlords who own more than 1,000 homes to submit their first TSM data return by 30th June 2024 to enable the Regulator to publish the first year of data by autumn 2024.
- 9.6 Awaab’s law, this was enshrined in the Social Housing (Regulation) Act 2023. On the 27th October 2025 the secondary legislation to enable the Act came into force. This stipulates that from October 2025, the duties around the investigation of and to address dangerous damp and mould within a set amount of time, as well as repair all emergency hazards within 24 hours. Landlords who fail to comply face legal and financial penalties.

10.0 Equity, Diversity, and Inclusion (EDI) considerations

- 10.1 The public sector equality duty set out in Section 149 of the Equality Act 2010 requires the Council, when exercising its functions, to have due regard to the need to eliminate discrimination, harassment and victimisation and other conduct prohibited under the Act, and to advance equality of opportunity and foster good relations between those who share a protected characteristic and those who do not share that protected characteristic. The protected characteristics are: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

11.0 Climate change and environmental considerations

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

12.0 Human resources considerations

- 12.1 Any HR implications contained in this report are managed and implemented alongside HR policy or procedure, in conjunction with the HR service.


13.0 Communication considerations

- 13.1 The housing management service works closely with the corporate communications team to ensure effective engagement and communication is in place with all key stakeholders. A specific strategy for communication and engagement re. Building safety and compliance is currently in place and was provided as an appendix to the background paper flagged at the start of this report.

Report sign off:

Thomas Cattermole

Corporate Director, Residents and Housing
Services

	Cabinet 8 December 2025
	Report from the Corporate Director, Residents & Housing Services
	Lead Member – Cabinet Member for Housing (Councillor Fleur Donnelly- Jackson)
Homelessness and Rough Sleeping Strategy 2026 – 2031	
Wards Affected:	All
Key or Non-Key Decision:	Key
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:	Four Appendix 1: Final Homelessness and Rough Sleeping Strategy 2026 – 2031 Appendix 2: Homelessness Review Appendix 3: Homelessness and Rough Sleeping Strategy 2026 – 2031 (Phase 2 Engagement) Outcome Report Appendix 4: Equalities Impact Assessment
Background Papers:	None
Contact Officer(s): <small>(Name, Title, Contact Details)</small>	Laurence Coaker, Director Housing Needs & Support 020 8937 2788 Laurence.Coaker@brent.gov.uk Grace Hall, Change & Improvement Programme Lead 020 8937 1471 Grace.Hall@brent.gov.uk

1.0 Executive Summary

- 1.1. Brent adopted its first Homelessness and Rough Sleeping Strategy in 2020. That Strategy expires at the end of 2025 (calendar year). The Council now needs to refresh the current Strategy and have a new one in place by the beginning of the 2026 calendar year.

- 1.2. In September 2025, a draft of the refreshed Homelessness and Rough Sleeping Strategy 2026 – 2031 was put out for public consultation.
- 1.3. This report sets out the feedback that was received during the consultation period, changes that have been made to the draft Strategy as a result and seeks Cabinet's approval of the final Strategy.
- 1.4. The final Strategy includes five key commitments:
 - **Understanding homelessness:** We seek to fully understand the homelessness emergency in Brent and how it is experienced by different individuals and groups so we can develop informed, person-centred, targeted solutions, and continually improve the quality of the services we deliver.
 - **Preventing homelessness:** We are focused on preventing people from becoming homeless. We offer people the right advice and support they need to ensure housing stability.
 - **Affordable supply of housing:** We work to increase the supply of and access to stable, affordable and quality homes across the borough.
 - **Good quality, affordable temporary accommodation for short spells:** We minimise the use of temporary accommodation, but where a resident needs it, work to improve the quality of accommodation offered, reduce the cost, and keep the stay as stable and as short as possible.
 - **Partnership working:** We work together with partners and communities across the borough to ensure we're doing all we can collectively to address the homelessness emergency.
- 1.5. Once Cabinet has approved the text of this final Strategy, work will be done to produce a public-facing, designed up version of the Strategy. The new Strategy will be shared publicly at the beginning of 2026, to meet the Council's statutory deadline.

2.0 Recommendation(s)

- 2.1 That Cabinet discusses and agrees to adopt the final version of the Homelessness and Rough Sleeping Strategy 2026 – 2030.

3.0 Cabinet Member Foreword

- 3.1 Homelessness is one of the most significant challenges affecting local authorities in the UK, including Brent. Every week, over 170 households approach the Council as homeless. There are currently 2,400 households and 3,500 children in temporary accommodation. 20 new households enter temporary accommodation each week.

- 3.2 Homelessness is creating significant financial pressures for the Council, but the homelessness emergency is about more than just financial costs. The impacts of homelessness on those who experience it are significant, including impacts on physical and mental wellbeing, ability to access and retain employment and education opportunities, and access to other life opportunities.
- 3.3 Having a clear strategy for how the Council can work with its partners to prevent people from becoming homeless, and reduce the length of time people spend in temporary accommodation where that is needed, is critical to meeting the aspirations set out in the Borough Plan and ensuring that the Council is doing all that it can to support people to live their best lives.
- 3.4 The Homelessness and Rough Sleeping Strategy closely aligns with four of the five overarching themes set out in the Borough Plan, reflecting how fundamental suitable housing is to every individual's ability to thrive:
- *Prosperity and stability in Brent*
 - *Thriving communities*
 - *A healthier Brent*
 - *The Best Start in Life*
- 3.5 The Borough Plan also sets out several housing specific aims, which are also reflected in the Homelessness and Rough Sleeping Strategy:
- *More council homes and temporary accommodation provided by the Council.*
 - *More genuinely affordable and accessible homes available for families and residents.*
 - *Achieving the 'functional built to zero' definition, which means there are fewer people moving into rough sleeping than there are being supported out of it.*
 - *More people supported to live in their own home.*
- 3.6 Work to refresh the Homelessness and Rough Sleeping Strategy has been conducted alongside development and delivery of the Council's Preventing Homelessness programme and the overall Embrace Change work.

Preventing Homelessness programme

- 3.7 Officers are now delivering the work plan for the Preventing Homelessness programme, which is part of the Council's wider Embrace Change Portfolio. The programme has three pillars, which are: 1) improving the Housing Needs and Support Directorate, 2) preventing homelessness, 3) reducing the cost and use of temporary accommodation. Within all three pillars of work there is a focus on improving the quality of the services the Council is providing to residents.
- 3.8 In the short- to medium-term, the work that forms part of the Preventing Homelessness programme is intended to act as the means of delivering the Strategy.

- 3.9 Officers conducted the Homelessness Review (which has informed the development of the Strategy) alongside discovery work (including engagement with partners and people with lived experience of homelessness) that informed the Preventing Homelessness programme. This ensures that both the Strategy and delivery programme are underpinned by a shared evidence base. A copy of the Homelessness Review is attached as Appendix 2.

Embrace Change Portfolio

- 3.10 The Council's Embrace Change Portfolio is focused on changing how the Council delivers services to residents, to help everyone here live their best lives. It is underpinned by commitments to always do things with residents in mind, develop a deep understanding of local communities and work together across different organisations for the people in Brent.
- 3.11 The new Homelessness and Rough Sleeping Strategy sets out several commitments and actions that are consistent with the Council's Embrace Change work. In particular, the Strategy makes commitments around tailoring services to meet the needs of residents who are homeless or at risk of homelessness, and to work with partner organisations to address homelessness in the borough.

4.0 Background

- 4.1 The Homelessness Act 2002 requires all local authorities to have a Homelessness Strategy. The strategy must set out how the local authority will prevent homelessness, secure sufficient accommodation (of a range of types) for people who are or may become homeless, and provide satisfactory support for people who are or may become homeless, or who need support to prevent them becoming homeless again.
- 4.2 A Homelessness Strategy needs to be informed by a Homelessness Review. The Homelessness Review must detail levels of current homelessness and likely future homelessness; activities that the local authority will carry out to prevent homelessness, secure accommodation for people who become homeless, and provide support for people who are homeless or may become homeless; and the resources available to carry out those activities.
- 4.3 Brent adopted its first Homelessness and Rough Sleeping Strategy in 2020. That Strategy covered the period from 2020 – 2025.
- 4.4 While the Council made progress on meeting a number of the commitments and actions set out in the 2020 – 2025 Strategy, the homelessness challenge has developed into a much deeper crisis during that time. The Covid-19 pandemic and ongoing cost of living pressures (both for residents and the Council) mean the situation has become more urgent and the draft strategy reflects that need.
- 4.5 The Council now needs to have a refreshed Strategy in place for 2026 – 2031 by the beginning of the 2026 calendar year.

- 4.6 Officers have carried out work to develop a refreshed Strategy, off the back of engagement with residents and partners. The draft of the refreshed Strategy has been out for public consultation from 19 September – 3 November 2025. The final version of the Strategy that is being presented to Cabinet builds in feedback from that public consultation.

5.0 Stakeholder consultation and engagement

- 5.1 A detailed report on the outcomes of engagement on the draft Homelessness and Rough Sleeping Strategy is attached as Appendix 3. This section of the report summarises the engagement and consultation activity that has taken place, and key findings from it.
- 5.2 To inform the draft version of the new Strategy, the Housing Community Engagement and Development Team carried out engagement with a range of stakeholders and partners earlier this year (Phase 1 engagement). Phase 1 engagement activity included:
- A workshop with the Brent Homelessness Forum attended by over 30 partners, including representatives from the NHS, VCSE sector and housing providers.
 - Targeted discussions with community and voluntary sector partners, including a Crisis Action Group workshop with nine residents who have lived experience of homelessness and rough sleeping.
 - Two workshops (online and in-person) with Brent Council officers who work directly with residents at risk of or experiencing homelessness, including staff from Housing Needs & Support, CYP and ASC.
 - An online survey open to residents, partners and people with lived experience.
- 5.3 Phase 2 of engagement on the Strategy involved sharing the draft Strategy with residents and partners and inviting their feedback on it (19 September – 3 November). Phase 2 engagement included inviting feedback via the Council's online consultation platform as well as several targeted engagement activities, which are detailed below. Over 200 residents, partners and officers have provided feedback during the Phase 2 engagement/consultation period.
- 5.4 Targeted engagement activity in addition to the online consultation during Phase 2 included:
- A workshop with approximately 40 attendees at the Brent Homelessness Forum on 8 October. Forum members were asked to provide feedback on the draft commitments and actions for delivering on them.
 - Discussion with six Crisis Action group service users with lived experiences of homelessness and rough sleeping.

- Staff workshop – online with Brent Council officers who work directly with residents at risk of or experiencing homelessness, in CYP and customer services
- 5.5 In addition, consultation on the draft Strategy was promoted to a wide range of partners and residents through a range of channels, including at the Tenant and Leaseholder Open Day, at a meeting of Registered Providers, via e-newsletters and targeted communications, including to partner organisations, elected members and officers.
- 5.6 The Phase 2 engagement outcome report in Appendix 3 sets out in detail the feedback that was received on the draft Strategy. The key themes that emerged from both the online survey and more targeted engagement activity can be summarised as follows:
- The importance of partnership working with a range of partners and need for more of it. To support this, many respondents suggested a need to recognise the importance of partnership working across each of the Strategy's commitments.
 - The importance of regularly engaging with residents with lived experience of homelessness to make sure that their feedback, and how homelessness is impacting them, is informing service design and improvements.
 - Trauma-informed and empathetic approaches to dealing with homelessness are essential.
 - The importance of ensuring that there are ways to measure and communicate progress on the Strategy, to ensure accountability for delivery.
 - There was a strong emphasis on preventing homelessness before it occurs, through early intervention and support. In response to the question 'which of the commitments should be Brent's top priority', *Commitment 1 - Understanding the homelessness emergency* was rated as top priority (29% of responses).
 - The importance of ensuring that the support and advice the Council is providing to different individuals and groups is appropriate and meets their needs, rather than taking 'one size fits all' approaches.
 - Strong levels of support for the Council's approach of meeting residents face-to-face and finding ways to enhance this.
 - Better joining up services so that residents only need to tell their story once. Related to this is feedback that there is a need for better sharing of data across the Council and partner organisations.
 - An urgent need to set clear and realistic expectations around the limited availability of social housing and long wait times for it.
 - The importance of the Council continuing to invest in affordable and social housing and working with private sector partners to secure more affordable housing.
 - That the Council could play a stronger role advocating to the government for policy, legislative and funding changes to address the homelessness emergency.

- Strong feedback around the need to minimise the use and cost of temporary accommodation, but where this is not possible, the importance of improving the quality, safety and standards of temporary accommodation.
 - The need to better support people who are transitioning into housing – whether it is temporary or more stable and permanent – given how hard that can be for someone who has been homeless.
- 5.7 Section 6.0 below details how officers have proposed integrating this feedback into the new Homelessness Strategy.
- 6.0 Final version of the Homelessness and Rough Sleeping Strategy 2026 – 2031**
- 6.1 Following the above consultation and engagement activity, officers have made several amendments to the draft Homelessness and Rough Sleeping Strategy, to take account of feedback. A copy of the final version of the Strategy, that incorporates and addresses feedback, is attached as Appendix 1.
- 6.2 The key changes that have been made to the draft Strategy to take account of feedback are:
- To address feedback around the importance of partnership working, officers have strengthened reference to partnership in the Strategy's vision and have included specific references to and actions around partnership working in each of the Strategy's commitments, as well as maintaining a standalone commitment around partnership working. The standalone commitment around partnership working now includes a specific action around the Council finding ways to better support and enable partner organisations to continue and enhance the important work that they do.
 - Officers have strengthened commitments around regularly engaging with residents with lived experience of homelessness and using that engagement to inform service improvements/design and monitoring of the implementation of the Strategy, to address feedback around the importance of engaging with people who have experienced homelessness.
 - To address concerns around accountability for delivery of the Strategy, officers have introduced, early in the Strategy, a number of commitments around developing key results to measure progress on the Strategy; reviewing the Strategy regularly in partnership with the Homelessness Forum; and regularly publishing updates on progress.
 - During the consultation, several submitters suggested that the Strategy should name specific groups (such as care leavers, ex-armed forces and LGBTQ+ communities). Much of this feedback focused on the unique support and advice these groups need. To avoid highlighting some groups while overlooking others, officers propose that the Strategy doesn't list

specific groups and instead have proposed stronger commitments around providing support and advice that is tailored to the needs of different groups and individuals, rather than using a one-size-fits all approach.

- Introducing a specific action around continuing to build on the Council's approach of meeting residents face-to-face, given strong levels of support for this.
- To address feedback around the importance of ensuring that residents don't need to tell their story more than once, officers have introduced new actions around improving data sharing across Council services and between the Council and its partner organisations. Officers have also introduced a new action around improving handovers where there is staff turnover.
- Introducing specific actions around creating clear expectations as to the limited availability of social housing and long wait times for it, to address feedback that there is still a misunderstanding of this.
- To address feedback around the Council's role in influencing the government on the factors that are outside its control, officers have introduced an action around advocating to the government for the support and legislative and policy changes that local authorities and communities need to address homelessness challenges.
- The Strategy contains a number of commitments around continuing to improve the availability of affordable and social housing, including by working with private sector partners. Officers suggest that there is a need for elected members to have a broader conversation, outside of the development of this Strategy, on the challenge of providing more affordable and social housing. The Strategy also contains commitments around continuing to drive up the standard of temporary accommodation, including by continuing the Council's commitment to the Setting the Standard Scheme, which is a London-wide inspection regime of temporary accommodation properties.
- To address points around improving the quality of temporary accommodation, added a specific action around continuing the Council's commitment to the Setting the Standard Scheme, which is a London-wide inspection regime of temporary accommodation.
- Introducing a specific action around supporting people to transition into temporary accommodation, and subsequently into more settled accommodation, to address feedback that it can be difficult for residents who have been homeless to move into new accommodation.
- Officers consider that there is strong emphasis throughout the Strategy on identifying people who are at risk of homelessness early and taking appropriate and coordinated action to prevent people from reaching crisis point.

- 6.3 Officers are now seeking Cabinet's feedback on the final version of the Strategy, and Cabinet's approval to adopt it as the Council's new Strategy.

7.0 Next steps

- 7.1 Officers will build any feedback from Cabinet into the final Strategy, before it is publicly released.
- 7.2 Officers are proposing to publicly release the Strategy on Monday 5 January 2026, the first working day of the new calendar year. This will ensure that the Council meets its statutory obligations to have a new Strategy in place by the beginning of 2026.
- 7.3 Following Cabinet's approval of the text of the final Strategy, it will be fully worked up into a designed version for sharing publicly.

8.0 Financial Considerations

- 8.1 The Housing Needs and Support budget overspent by £15.3m in 2024/25 due to an extremely high level of demand for this service and a lack of affordable Private Rented Sector (PRS) offers. In 2025/26, with an additional £3.4m of funding allocated through the main Homelessness Prevention Grant and £10.6m of growth built into the base budget, there is an increase of £14m in the service budget in comparison to the previous financial year to deal with continuous pressures and demand. However the demand continues to grow and the associated costs are high. Assuming the current monthly net expenditure continues without intervention, the total cost to the council for the financial year could reach £18m, resulting in a £5m overspend.
- 8.2 The creation of the strategy does not have any costs associated with it. Once the strategy is finalised, one of its main purposes will be to reduce spending related to homelessness. A 5% reduction in the total number of households in Stage 1 accommodation would result in a £960k decrease in net expenditure.

9.0 Legal Considerations

- 9.1 Under Section 1(4) of the Homelessness Act 2002, it is a legal requirement for the Council to review, formulate, consult on and publish a homelessness strategy every five years or the local authority can choose to do this more frequently if circumstances in the district have changed. Section 1(5) requires the local housing authority to take their homelessness strategy into account in the exercise of their functions.
- 9.2 The Ministry for Housing, Communities and Local Government's Homelessness Code of Guidance states that an effective action plan should be developed to ensure that the objectives set out in the homelessness strategy are achieved.

- 9.3 The amended Homelessness Code of Guidance published in February 2018 (updated July 2025) under the Homelessness Reduction Act 2017 states that additional duties introduced through the 2017 Act should be incorporated into a local authority's homelessness strategy including the involvement of all relevant partners for earlier identification and intervention to prevent homelessness and establishing effective partnerships and working arrangements with agencies to facilitate appropriate duty to refer referrals.

10.0 Equity, Diversity & Inclusion (EDI) Considerations

- 10.1 The Public Sector Equality Duty, as set out in section 149 of the Equality Act 2010, requires the Council, when exercising its functions, to have "due regard" to the need to eliminate discrimination, harassment and victimisation and other conduct prohibited under the Act, to advance equality of opportunity and foster good relations between those who have a "protected characteristic" and those who do not share that protected characteristic. The protected characteristics are: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation. The council also internally recognises care experience and socio-economic status as protected characteristics.
- 10.2 Having due regard involves the need to enquire into whether and how a proposed decision disproportionately affects people with a protected characteristic and the need to consider taking steps to meet the needs of persons who share a protected characteristic that are different from the needs of persons who do not share it. This includes removing or minimising disadvantages suffered by persons who share a protected characteristic that are connected to that characteristic.
- 10.3 An Equality Impact Assessment has been completed for the Homelessness and Rough Sleeping Strategy, and is attached as Appendix 4
- 10.4 The Equality Impact Assessment shows that the Homelessness and Rough Sleeping Strategy will impact a number of different protected groups who experience the impacts of homelessness in different ways. The overall impacts should be positive, given the Strategy makes specific commitments around ensuring that the Council is regularly engaging with different groups of residents who have lived experience of homelessness to ensure that the services and support they are provided with meet their specific needs. The Strategy also makes commitments to improve data collection to build a better understanding of the different groups experiencing homelessness, and help inform actions designed to prevent people from becoming homeless.
- 10.5 To ensure that progress is being made on the Strategy, and that it is having a positive impact on the people experiencing homelessness, the Strategy sets out specific commitments around monitoring progress with people with lived experience of homelessness.

11.0 Climate Change and Environmental Considerations

- 11.1 The Council has developed an exemplary Sustainable Environment and Development Supplementary Planning document to support the delivery of new homes in the borough and to ensure that environmental sustainability is considered holistically within the planning process. This document should be considered alongside the objectives of Commitment 3 of the Homelessness and Rough Sleeping Strategy.
- 11.2 When seeking to 'drive up conditions in the private rented sector', as stated within Commitment 3, this should also include consideration of minimum energy efficiency standards legislation, to support people to live in warm, energy efficient properties.
- 11.3 All other aspects of the Homelessness and Rough Sleeping Strategy should be undertaken with due consideration of the key environmental themes of the Council's climate and ecological emergency strategy wherever possible.

12.0 Human Resources/Property Considerations (if appropriate)

- 12.1 None relevant to this report.

13.0 Communication Considerations

- 13.1 Officers will communicate with relevant stakeholders following the release of the new Strategy to make sure they are aware of it and the commitments and actions set out in it. As part of this, officers will identify ways to work with partners to support the Council to deliver on the Strategy.

Report sign off:

Thomas Cattermole

Corporate Director of Residents & Housing
Services

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LONDON BOROUGH OF BRENT

Draft Homelessness and Rough Sleeping Strategy

2026–2031

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Brent

Foreword by Cllr Fleur Donnelly-Jackson, Cabinet Member for Housing

Brent is facing a homelessness emergency.

The homelessness emergency isn't unique to Brent – the whole country has been affected, especially London. But the emergency is particularly acute in Brent. Every week, over 170 households approach us as homeless.

In the five years since we adopted our first Homelessness and Rough Sleeping Strategy 2020 – 2025, homelessness has reached a new level of urgency. A record number of people are experiencing homelessness or the risk of homelessness. At the same time, we are facing an acute shortage of affordable housing.

But this is more than just a housing crisis.

Experiencing homelessness is a traumatic experience that has an adverse impact on many other areas of life, from employment to mental health to life opportunity. Children experiencing homelessness are less able to learn and benefit from school. Residents experiencing homelessness find it harder to get and hold down a job. Experiencing homelessness or housing insecurity causes stress that can negatively impact a person's mental wellbeing. Homelessness is a health and wellbeing issue too.

The last five years have been difficult. Covid had a significant impact on the affordability of the private rented sector market, and led to an increase in homelessness, including residents experiencing homelessness for the first time. Since recovery from Covid, increasing rental costs combined with the cost-of-living crisis has made it more difficult than ever for individuals and families to afford the housing that is available.

Added to these challenges, councils right across the country are facing significant financial pressures. In Brent, we're seeing rapidly escalating costs associated with homelessness. We now spend over £30 million each year on temporary accommodation. What we're spending is much more than we receive in financial support from the government. This is contributing to our need to find significant savings over the next three years, while continuing to deliver critical services to our residents.

Despite these challenges, we still strongly believe that everyone deserves a safe, stable place to call home. We are committed to preventing and tackling homelessness across the borough – so that we can minimise the negative impacts that it has on our residents.

This Strategy sets out our commitments for how we will build on the homelessness services

we deliver, to ensure that we meet our statutory obligations and strive to end homelessness in Brent. But more than that, it makes commitments to deliver services that are people-centred and forward-thinking. That's why the Strategy makes a number of commitments around working with others to address homelessness. We know that our public, private and community sector partners are already working hard to address homelessness, and by combining our efforts and resources, we'll be able to achieve more together.

The Strategy reflects the Council's broader commitments to change how we're delivering services to residents. It reflects and complements our commitments to:

- Develop a deep understanding of local communities, listening to and working with residents to achieve the changes they want.
- Work collaboratively with partners in the public, voluntary, community and private sectors.
- Transform how we deliver services by starting with the person, not with the service.

The homelessness crisis requires us to all work together, to try new things, and to put the

needs of people first. We look forward to working with our partners and communities to tackle this crisis, so that no one is left behind and so that everyone can live their best lives.

How we'll deliver this Strategy

To help us deliver this Strategy and urgently address the escalating homelessness crisis, we've developed a comprehensive Preventing Homelessness programme. This critical programme of work includes activities and initiatives to improve the service that we're providing to residents, to prevent people from becoming homeless, and to reduce the number of people living in expensive temporary accommodation.

We'll work closely with partners to deliver this programme, because we know that we make greater progress when we collaborate with others who are working hard to address homelessness across the borough. Only through urgent, united action can we deliver real and lasting change.

The delivery of this Strategy will be monitored by Senior Managers and by the Brent Homelessness Forum. We will collectively develop key results to measure progress against the commitments and outcomes set out in the Strategy. We will review this strategy regularly, working in partnership with our Homelessness Forum and through engagement with residents with lived experience of homelessness, to make sure it remains relevant and timely. We will regularly publish updates on the progress that we're making on each of the Strategy's commitments.

How we developed this strategy

We believe it is critical that our work to address homelessness is shaped by people who have experienced homelessness themselves. It's also important that what we do is informed by people who are working to address homelessness. That's why this Strategy has been informed by engagement with people with lived experience of homelessness, key partners, registered providers and stakeholders.

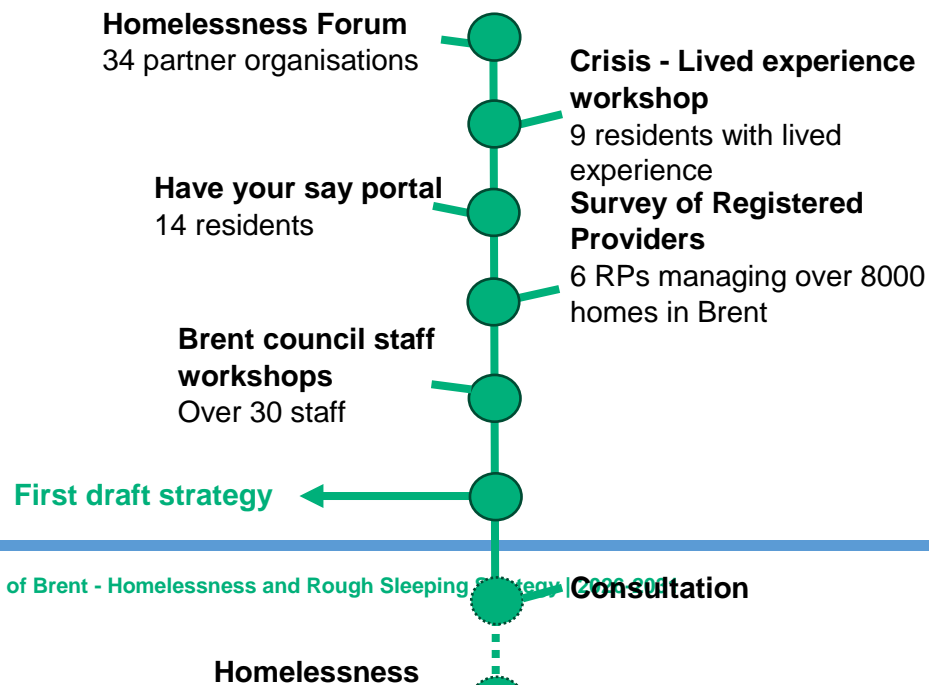
We engaged with 90 of you to develop our draft Strategy. We carefully listened to staff, partners, and residents with lived experience to develop our draft priorities.

We then ran our draft Strategy and priorities by staff, partners, and residents to hear what they thought. We received feedback from:

- 156 people who responded to our online consultation.
- A workshop with over 40 members of the Brent Homelessness Forum.
- Discussion with Crisis Action Group service users with lived experience of homelessness.
- An online workshop with Brent Council officers who work directly with residents at risk of or experiencing homelessness.
- Engagement with Registered Providers and tenants and leaseholders.

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Here is the journey we've been on to develop this strategy:



Vision

We will tackle the homelessness emergency by working across the entire council and with our partners to prevent as many residents as possible from becoming homeless. We will put the resident and their needs at the heart of our support, and will intervene earlier and more effectively to support residents. Where homelessness cannot be avoided, we will house residents in better quality, more affordable temporary accommodation for shorter periods of time. All of this will minimise the impacts of the ongoing homelessness emergency on residents' wellbeing and life opportunities.

Our Priorities and Action

Understanding homelessness

We seek to fully understand the homelessness emergency in Brent and how it is experienced by different individuals and groups so we can develop informed, person-centred, targeted solutions, and continually improve the quality of the services we deliver.

To achieve this, we will:

- Provide person-centred, respectful support for residents built on better understanding of resident experiences – including residents worse affected by the crisis and with complex needs
- Engage with residents with lived experience & co-produce services
- Build digital systems that enable good data, and use that insight to drive good decision-making

Preventing homelessness

We are focused on preventing people from becoming homeless. We offer people the advice and support they need to ensure housing stability.

To achieve this, we will:

- Train frontline staff, use data and work with communities to identify risk of homelessness early
- Join up our services so they provide early and holistic support to households at risk of homelessness
- Communicate clearly what support is available to residents

Affordable supply of housing

We work to increase the supply of and access to stable, affordable and quality homes across the borough.

To achieve this, we will:

- Maximise the supply of new, truly affordable accommodation

- Improve conditions in the private rented sector through licensing, the Renters Rights Act and landlord engagement
- Improve the quality of supported accommodation through provider engagement and a new supported housing licensing scheme

Good quality, affordable temporary accommodation for short spells

We minimise the use of temporary accommodation, but where a resident needs it, work to improve the quality of accommodation offered, reduce the cost, and keep the stay as stable and as short as possible.

To achieve this, we will:

- Eliminate use of shared facilities in temporary accommodation and procure cost-effective long-term leased accommodation at scale
- Maximise use of the private sector to support homeless households out of temporary accommodation
- Improve the quality of temporary accommodation and the support and services provided to homeless households

Partnership working

We work together with partners and communities across the borough to ensure we're doing all we can collectively to address the homelessness emergency.

To achieve this, we will:

- Strengthen partnerships with community and voluntary organisations, faith groups and other providers
- Work with Brent's Homelessness Forum to better understand our residents, join up services, and develop a Brent prevention framework

National Context

Homelessness in England has escalated into a full-blown crisis, affecting hundreds of thousands of people and reaching critical levels in 2025. In London alone, over 183,000 individuals are estimated to be homeless and living in temporary accommodation. Since 2024, rough sleeping in the capital has surged by 58%. This alarming rise is driven by a combination of factors including skyrocketing rental costs, the end of private sector tenancies and cost of living pressures, which were exacerbated by the Covid-19 pandemic.

These statistics highlight the importance and immediate need of having a clear, strategic approach for addressing the homelessness crisis, and associated monitoring systems.

The Government is making several important steps towards addressing homelessness. It is expected to pass the Renters' Rights Act in early 2026, which will abolish section 21 'no fault evictions'. This should make a difference, given that 'no fault evictions' are a leading cause of homelessness in England. In 2024 alone, 32,287 households in England were served with a 'no fault' eviction notice. We are proactively preparing for the new Renters' Rights Bill and implementing this will be an important part of our work in 2026.

The Government is also significantly investing in addressing homelessness. In the 2025 Spending Review, the Government committed £39 billion of new funding for a new Affordable Homes Programme (a ten-year programme of affordable and social housebuilding) and ringfenced £100 million for early interventions to prevent homelessness.

The Government has also provided £950 million to the Local Authority Housing Fund between 2026/27 and 2029/30 to support local authorities to obtain housing for those unable to find settled accommodation on resettlement schemes, and increase the supply of good quality temporary accommodation. The Crisis and Resilience Fund, backed by £1 billion each year until 2028/29, will provide vital support to those facing financial hardship.

This longer-term funding approach is designed to empower and enable local authorities to provide preventative support to communities (in partnership with the voluntary and community sector) and will provide critical assistance to people facing financial crisis.

The Mayor of London has committed £17 million of funding to refurbish up to 500 homes across the London, and establish a dedicated rough sleeping prevention phone line. The Mayor's Office has also committed to working with London's local authorities and key organisations to ensure that people

don't have to 'verify' that they are sleeping rough before they can access support. An approach based on an assessment of people's needs will be developed by 2028.

Although changes to policy settings and additional investment will likely make a substantial impact, local authorities will continue to bear the brunt of addressing the escalating homelessness crisis and play a critical role in supporting residents with accessing the support and services they need.

Brent's Housing Emergency

Brent is facing a homelessness emergency. Brent faces a complex set of challenges relating to homelessness and rough sleeping. Each week, an average of 170

households approach the council as homeless or at risk of becoming homeless – and 20 new households enter temporary accommodation. Of the 2,400 households in temporary accommodation, just over half are living in very basic and costly ‘temporary’ accommodation – and nearly 1-in-10 are having to share facilities. About 4,600 children are living in temporary accommodation. The borough has one of the highest rates of temporary accommodation usage in London.

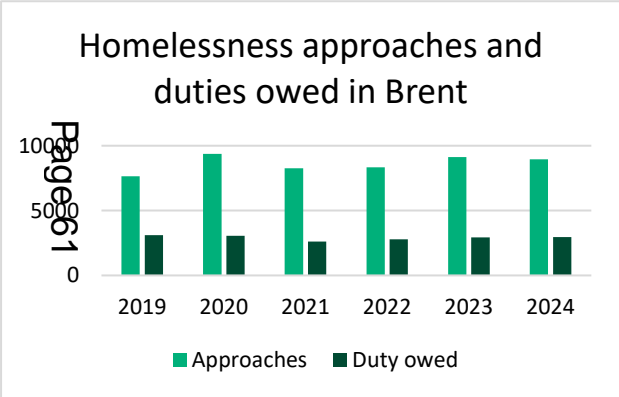


Figure 1. Approaches and duties over the past 5 years. Data from internal systems

sector tenancies, family/friend exclusions, and homes no longer being suitable due to disability and ill health. We have also seen concerning increases in homelessness due to domestic abuse and eviction from supported housing.

Rough sleeping remains a concern borough-wide, with outreach teams seeing up to 373 people in 2023 (compared with other London boroughs, which saw an average of 219 rough sleepers), and regularly engaging individuals with complex needs, including mental health issues and substance misuse. These challenges are being addressed through a multi-agency approach that includes the implementation of a By-Name List under the Built for Zero model for targeted prevention initiatives.

Housing affordability is deeply strained. Average rents in Brent significantly exceed Local Housing Allowance (LHA) levels, leaving low-income households vulnerable to eviction and housing insecurity. The private rented sector dominates locally,¹ with limited access to social housing and long wait lists for council accommodation.

¹ [Tenure by household composition - Office for National Statistics](#)

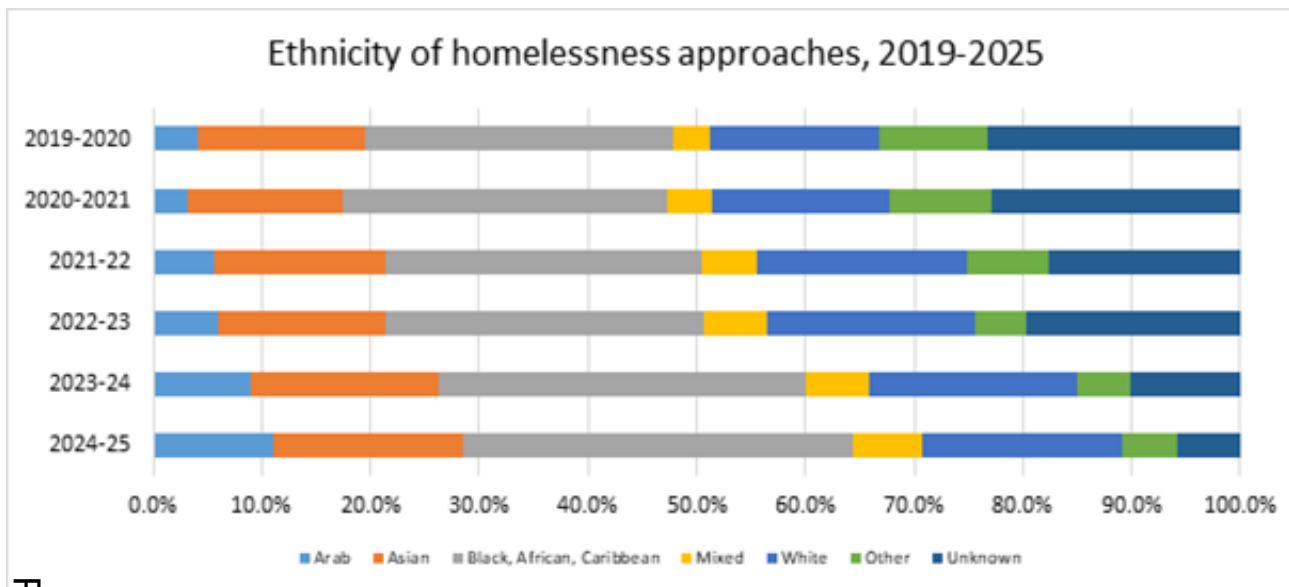
Tenure Type ¹	Homes	%
Owned: Owns outright	23,933	20%
Owned: Owns with a mortgage or loan or shared ownership	23,906	20%
Private rented or lives rent free	42,897	36%
Rented: Social rented	27,875	24%

Single parent families, families with non-dependent children, and one-person

households aged 66 years and over are more likely to be in social rented housing.¹ Family households all aged over-66 are most likely to own their home outright.¹ Married couples and couples with children are more likely to own their home with a mortgage, loan, or shared ownership.¹ And non-traditional household types, student households, over-66 households, and cohabiting couples without children are most likely to rent privately.¹

We also know that residents are much more likely to experience homelessness if they are from Black, African and/or Caribbean backgrounds, Arab backgrounds, or from any other ethnic group. The median age of homeless approaches in Brent is 35 – the same as our overall median age in Brent. We also know 5.6% of recent homeless approaches identified as gay, lesbian, bisexual or other sexual orientation – higher than Brent’s average of 3.2% and London’s average of 4.2%.

All of this means that Brent has experienced increased pressure on housing and homelessness services and we are now at breaking point.



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Figure 2. Ethnicity of homelessness approaches since 2019. Data from internal systems.

Existing services in Brent include the Council's Housing Needs and Support services, specialist outreach services (such as St Mungo's and Thames Reach), and a range of community and voluntary sector partners including Crisis, Beam, food banks and faith-based organisations. However, service gaps persist. There is limited availability of supported accommodation for individuals with complex needs, and a lack of specialist provision for groups requiring tailored approaches, including young people and those with No Recourse to Public Funds (NRPF).

Stakeholder and partner involvement remains central to addressing homelessness in Brent. Strong partnerships with NHS services, local mental health teams, probation and prisons, community and voluntary organisations and community groups are essential. Recent consultation with residents with lived experience of homelessness has highlighted the importance of culturally competent support, trust in services, and clearer information in multiple languages.

Brent has also driven innovation and success, launching the Find a Place You Can Afford scheme and continuing to emphasise providing residents with face-to-

face services. However, ongoing regeneration in parts of the borough, including Wembley, may risk displacing vulnerable residents unless protections are built in.

This Strategy is underpinned by a need to deliver place-based, preventative and inclusive services – recognising the multiple challenges Brent residents face while striving for long-term solutions to end homelessness and rough sleeping in the borough.



Commitment One:

We seek to fully understand the homelessness emergency in Brent and how it is experienced by different individuals and groups so we can develop informed, person-centred, targeted solutions, and continually improve

the quality of the services we deliver.

To effectively prevent homelessness, and support residents experiencing or at risk of homelessness, it is crucial that we understand the causes, experiences, and impact of homelessness – by bringing data and lived experience together.

Accurate and reliable data is key to understanding the increasing demand on our homelessness services and how homelessness is experienced by different individuals and groups. It allows us to better target resources and maximise the impact of our initiatives and interventions. Ensuring we have good quality data also means we can better share an accurate representation of homelessness in Brent as part of our statutory submissions to central government, allowing us to effectively inform national policy and decision making around funding.

But it's just as important to have conversations with the people who we support. Through conversation, we're able to gain insight into people's lived experience of how they become homeless, how they experience it and the support they need. These conversations also help us to understand the emotional and psychological impacts of homelessness, and how people feel about the support we provide to them.

It is important that these conversations are not one-offs and that we continue to take

opportunities to listen to residents and act on what they tell us, so we can improve our services and develop interventions that work long-term. Developing person-centred approaches and an empathy driven culture, as well as effectively using the feedback we receive, is key to improving the experience of those who are accessing our services.

“The process was very difficult and confusing. I didn't know what documents to bring and had to explain my situation over and over.”
Resident survey

People's experiences of homelessness are different, including because of their individual needs, circumstances and backgrounds. That's why it's also important that we do even more to provide empathetic, individually tailored advice and support, for different groups who disproportionately experience homelessness.

To achieve this, we will:

- **Continue to embed and deliver service standards that foster a culture of respect and empathy and reduce stigma, working with front-line officers to drive forward a person-centred approach to our services, improving the experience of those who access them.**

- **Continue, and build on, our approach of meeting residents face-to-face, out in the community, in places that are accessible to them.**
- **Improve our approach to data collection across different services, and ensure that data quality is maintained so we can identify and monitor trends, understand how homelessness is experienced by different individuals and groups, make strategic decisions and more effectively target resources.**
- **Build the digital infrastructure to collect more information to continuously improve our understanding of resident demographics, the causes of homelessness, and what drives successful preventions and outcomes for residents.**
- **Engage even more with people with lived experience of homelessness, and co-produce services and solutions with them. We'll work ever more closely with community and voluntary sector partners to do this.**
- **Develop and enhance accessible mechanisms for receiving and acting on feedback, including seeking feedback from residents and by reviewing complaints. We will use this feedback to shape and drive improvements and monitor progress.**

- Provide additional training to officers so they feel equipped to provide tailored advice. This will include training on providing person-centred, psychologically-informed and trauma-informed advice and support, and training on how to provide appropriate support for different groups of individuals.
- Seek to continually improve the quality of service we're providing to residents, including by ensuring that there is stronger information-sharing between our officers, to minimise the need for residents to tell their stories multiple times.
- Continue to work in partnership with our Homelessness Forum and other partners to develop a better understanding of those with complex needs and how we can support them more holistically.
- Explore options for sharing and using data across key partners so that we have a full picture of who is experiencing homelessness and reduce the need for residents to share their story with multiple agencies.

How we're already delivering on this commitment

Face-to-face service

Brent Council prides itself on providing face-to-face services to those who are experiencing or at risk of homelessness – and plans to continue this approach. While many local authorities only receive and process homelessness applications online, a core part of Brent's offering is seeing residents face-to-face, and in the places where homelessness and the risk of homelessness are most acute. Residents who are homeless or at risk of homelessness can access Brent's services at Turning Point and the New Horizons Centre in Harlesden, and at the Brent Civic Centre. Providing services in-person means that as well as receiving advice and support on housing, residents can access other support such as debt advice, employment and skills advice and a community shop.

How we're already delivering on this commitment

Domestic Abuse Service

Our dedicated Domestic Abuse Service is embedded in the Housing Options team and provides a specialist service to survivors of domestic abuse; supporting them to find a solution to their housing needs. The team have been working with the Domestic Abuse Housing Alliance's (DAHA) to improve our response to domestic abuse through the introduction and adoption of an established set of standards and are working to achieve DAHA Accreditation status.

Commitment Two:

We focus on preventing people from becoming homeless. We offer people the advice and support they need to ensure housing stability.

In Brent, we're continuing to experience an extremely high number of approaches to our Housing Needs and Support service for advice and support. On average, 170 households approach us each week about homelessness – one of the highest rates in the country. We anticipate over 9,000 households approaching us in 2025-26. We

want to reduce this number by providing targeted advice and support to try and prevent homelessness.

Recognising that resources are scarce and the urgency of the situation, it is vital that we make our services more prevention-focused, so that we can avoid the costly and traumatic impact of a household reaching crisis point.

*“We wait until crisis point, rather than intervening earlier.”
Staff workshop*

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How we're already delivering on this commitment
Brent Hubs



Brent Hubs provide free advice and support on housing, council tax, housing benefit, employment support, money management, welfare benefits, etc.

While we've made significant progress introducing several initiatives to prevent people from becoming homeless, we need to go further. And it's not just our Housing Needs and Support directorate that has a role to play. All teams across the Council have a role to play identifying residents who need support and providing the right advice and support to individuals and families – and doing so early, such as our Children & Young People, Adult Social Care, Employment & Skills and Brent Hubs teams. Further, we need schools, community leaders, GPs, and other key parts of our communities to be doing the same. We need to make sure that every contact counts, by connecting people with the help they need at their first point of contact with us.

This means being more proactive about tackling the prevailing housing conditions in the area by helping to sustain existing tenancies where possible and by increasing the supply of affordable accommodation to those who are in the greatest need.

It's important that we all have a good understanding of who is at risk of homelessness as soon as possible so we can proactively target prevention advice and initiatives that will work for affected individuals and families at an early stage.

We will do more to work across the Council, and with our partners and communities (such as social care, public health and

welfare teams, schools, GPs, hospitals and community organisations), to identify risk of homelessness early. And we will all work together to develop and implement effective interventions that prevent households reaching that point – including by ensuring that we're all setting realistic expectations regarding the lack of available social housing.

To achieve this, we will:

- **Get upstream of homelessness, enabling earlier and more effective prevention work, including using data to identify where residents might be at risk of, or experiencing, homelessness, so we can put in place effective pre-crisis interventions. This should include targeted interventions for particular groups that are disproportionately impacted by homelessness.**
- **Deliver initiatives to grow awareness across different Council services, partners and communities of homelessness pressures, how to identify people who are at risk of homelessness, and the support that is available to those who are homeless or at risk of becoming homeless.**
- **Better join up our services, so that all services are providing holistic and accessible support to homeless households, or households at risk of becoming homeless (e.g.**

employment and training, debt advice etc). We know that tackling homelessness is a whole council mission.

- Continue to improve our communications and outreach, including online information, so that people know what services and support are available to them and how they can access them. This includes making sure that the information we're providing is culturally appropriate and provided in multiple languages.
- Work with our partners to identify and implement new approaches for identifying residents who are at risk of homelessness early, and providing them with the support and advice they need to help them to stay in stable housing.

How we're already delivering on this commitment

Find a Place You Can Afford

The Find a Place You Can Afford scheme is a service provided by the Housing Needs team. They proactively work with households who are threatened with homelessness to help them to secure accommodation in the Private Rented Sector (PRS) before they become

homeless. Households are encouraged to access services as soon as they are aware that there is a threat that they may become homeless, to maximise the time available for prevention work to be successful. This is already making a difference: in 2024/25, 122 residents found their own place they can afford – 104 before needing to access temporary accommodation. To date in 2025/26, we have supported 51 residents to find their own place.

How we're already delivering on this commitment

Hospital Housing Advice Service

The Hospital Housing Advice Service is embedded in the Council's Single Homelessness Service, to support the hospital discharge teams within the London North West Healthcare Trust Hospitals to facilitate a timely and effective discharge from hospital into suitable accommodation. The team works in partnership with Healthcare Trusts to reduce delayed discharges by ensuring that patients with a housing need are identified on admission and works to address issues such as the need for minor adaptations to facilitate patients' discharge.

Commitment Three:

We work to increase the supply of and access to stable, affordable and quality homes across the borough.

At the centre of the homelessness crisis in the UK sits the housing crisis. In London, in particular, we are facing a severe shortage of affordable housing. The average house price in Brent is about twice that of the national average, has increased 3.9% in the past year,² and has more than doubled since 2005.³ Rental prices in Brent rose sharply between June 2023 and 2024, up 33.9%—although they have since cooled slightly. Overall, the average rent has increased by 50% since 2015.⁴ This has

² [Housing prices in Brent](#)
³ [House Price Statistics - UK House Price Index](#)

⁴ Calculated using 16 July 2025 version of the ONS Price Index of Private Rents [Price Index of](#)

[Private Rents, UK: monthly price statistics - Office for National Statistics](#)

meant that a typical one-bed property cost 70% of the median income at the end of 2024.⁵

Our aim remains ensuring there are more affordable homes across the borough.

As a local authority, it is important that we drive forward our own housing development plans, as well as working with registered providers to encourage and support their building programmes, with the aim of providing more affordable homes across the borough.

In Brent, we know that the loss of a private rented sector assured-shorthold tenancy is still the most common reason people approach us for help. While we expect the end of no-fault evictions to reduce the number of people who become homeless, there's more we can do to work with private sector landlords to ensure ongoing availability of affordable housing. Improving access to the private sector is vital for providing a wider housing offer for Brent residents.

But it's not just affordability and access that matter. We also need to ensure that private rented sector homes are of a good quality and suitable for people's physical needs, so that people can live stable, comfortable and healthy lives. We will go further driving up standards in the private rental market.

"Affordable housing must be the priority. Families can't live long-term in B&Bs."

Resident survey

Supported housing also has an important role to play. We are proactively working to strengthen supported accommodation and housing related support services in Brent. For many residents, a home is more than just accommodation. Some residents can benefit from support before being ready for independent living. We will go further driving up the quality of supported housing and creating the right pathways for residents at risk of or experiencing homelessness, so they are able to live independently in stable, secure and sustainable accommodation.

While there's work that the Council can do to build more affordable housing, or encourage others to do the same, there are factors that are outside of the Council's control. However, the Council can play a role in advocating to the government for the support and legislative and policy changes that local authorities and communities need to address homelessness challenges.

To achieve this we will:

- **Continue to deliver our own new build programme where viable, providing new affordable homes**

across the borough that effectively meet local need in accordance with the annual lettings plan.

- **Work in partnership with registered providers to maximise development opportunities in the borough.**
- **Continue to maximise the supply of stable, affordable private rented accommodation through schemes such as i4B.**
- **Engage with landlords to find ways to ensure that existing private rented sector tenants can stay in their homes.**
- **Prepare for and implement the Renters Rights Act so that residents privately renting have a more secure housing situation.**
- **Drive up conditions in the private rented sector across Brent through licensing and enforcement processes, and continue to work with local landlords to improve standards.**
- **We will use the new Supported Housing (Regulatory Oversight) Act to introduce a new supported housing licensing scheme and improve the quality of supported housing – and explore other options**

⁵ [Housing prices in Brent](#)

to develop and improve supported housing across the borough.

- Continue to work with our partners and other local authorities to advocate to the government for changes to legislative and policy settings, and additional financial support, that would help to address homelessness challenges.

Good practice example - i4B



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Innovations such as i4B Holdings – a company set up by Brent to provide high quality, affordable rental properties with the specific intention of reducing homelessness.

Good practice example – 294 homes at Fulton Road



As part of Brent's commitment in the previous strategy to increase the supply of and access to stable and affordable homes across the borough, the Council acquired 294 flats located on Fulton Road, Wembley.

Commitment Four:

We minimise the use of temporary accommodation, but where a resident needs it, work to improve the quality of accommodation offered, reduce the cost, and keep the stay as stable and as short as possible.

Temporary accommodation is not only costly to us as an organisation but also has severely negative impacts on the health and wellbeing of those who need to use it. While originally intended as a short-term solution, temporary accommodation often becomes a long-term reality exposing residents to unsuitable living conditions and social isolation. These factors contribute to physical health issues as well as mental health challenges such as depression and anxiety. Many residents with pre-existing mental health issues find that temporary accommodation can exacerbate their issues. The longer people remain without a home, the more health issues multiple and the more difficult they are to overcome.

In Brent temporary accommodation usage has increased from 2,088 households in September 2019 to 2,400 in August 2025. The number of households in B&B has increased from 49 in August 2019 to 208 in August 2025.

We will work harder to reduce the number of people living in temporary accommodation and eradicate the use of B&B accommodation completely. It is especially important that we eliminate the use of B&B accommodation for families and pregnant women so that no child's life quality is affected by shared facilities and inadequate accommodation.

Sometimes it's unavoidable that people end up in temporary accommodation. Where this happens, we will work hard to reduce the length of time people are spending in temporary accommodation and do all that we can to improve the quality of the accommodation and other support services being provided. We will continue to build on our existing floating support service.

Given the urgent financial impact of the homelessness emergency, it's also critical that we reduce the cost of temporary accommodation where it is unavoidable. We will do all we can to secure more long-term leased temporary accommodation rather than using costlier – and typically poorer quality – emergency accommodation that is purchased on the day at a nightly rate. This will allow us to reduce the urgent financial strain on the council related to homelessness.

To achieve this, we will:

- **Develop a plan for eliminating use of B&Bs as temporary accommodation.**
- **Procure more cost effective long-term leased accommodation at scale – and move residents out of emergency accommodation and B&B into this accommodation.**
- **Identify even more opportunities for residents to move out of temporary accommodation, including into the private rental sector.**
- **Better manage expectations around the limited availability of social housing.**
- **Work with our providers and partners to improve the quality of temporary accommodation, and ensure individuals with specific or complex needs are provided accommodation through Housing Related Support services.**
- **Continue our commitment to the Setting the Standard scheme, which is a London-wide inspection regime of temporary accommodation properties.**
- **Where people do become homeless, identify ways to provide them with appropriate support as they transition into temporary accommodation, and subsequently into more settled accommodation.**
- **Ensure that people in temporary accommodation are being connected with other relevant services to help them access long-term, stable accommodation (eg employment and training, debt advice etc).**
- **Ensure that temporary accommodation residents can provide us with regular feedback, and that we use this to inform improvements.**

Good practice example – Anansi House and Knowles House



In 2019, Brent began building new council homes as part of Brent's commitment to reduce reliance on external temporary accommodation providers. This was a key commitment in our previous strategy. This was part of a broader plan to deliver 1,000 affordable homes, including 1,000 new council homes. All the new homes at Anansi House are purpose-built and self-contained, so no family will need to share a kitchen or bathroom with anyone else, and some have been adapted for wheelchair users. Anansi House will save the council on average £1.63m per year as we won't need to pay an external supplier for these rooms. This money can be invested back into the New Council Homes Programme, helping us meet our targets and move families into a permanent home more quickly.

Commitment Five:

We work together with partners and communities across the borough to ensure we're doing all

we can collectively to address the homelessness emergency.

Brent Council isn't the only organisation working to address homelessness in the borough. There are countless other community and voluntary sector organisations, faith groups and other providers who're working tirelessly to support those who are homeless or at risk of homelessness during these challenging times.

We've made good progress in recent years on working more closely with our partners to collectively eliminate homelessness. But as the situation has worsened, it's more important than ever that we strengthen our collaboration to deliver better outcomes for our residents.

Working with our partners can help us tackle this crisis. It can help us to identify individuals and families that are at risk of homelessness early, including those who might've 'fallen through the cracks', and provide them with appropriate support and advice to prevent them from reaching crisis point. It can help us to provide access to stable and affordable accommodation and move people on from temporary accommodation.

Ultimately, by working together we can ensure we leave no one behind.

"When teams come together, outcomes improve. But too often it

relies on individual officers, not the system.”
Staff workshop

To achieve this, we will:

- Continue to engage and work closely with Brent’s Homelessness Forum, including to develop a better understanding of those with complex needs and how we can support them more holistically.
- Strengthen partnerships with community and voluntary organisations, faith groups and other providers to understand how we can provide streamlined services and interventions to address the complex needs of those experiencing homelessness.
- Identify ways that we can better support and enable partner organisations to continue, and enhance, the important work that they do.
- Work with partners to identify and implement opportunities to deliver joined up services to people who are homeless or at risk of homelessness, so services are easier to access and we support people in a holistic way.
- Lead work with the Brent Homelessness Forum and other

community and voluntary sector partners to develop a borough-wide prevention framework.

- Where helpful, co-locate with partners, allowing them to work more closely with us and us to work more closely with them closer to communities. We will also work to share data, where relevant and appropriate, so we can work together as effectively as possible to tackle homelessness in Brent.

1 support, advice on budgeting and Universal Credit, tenancy training and landlord mediation, and tech to find jobs and homes that is easy to use. To date, 95% of residents supported into new homes sustain their tenancies.

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How we’re already delivering on this commitment **Beam**

Brent Council has worked closely with Beam for a number of years now. Beam is a social enterprise which helps residents find jobs, homes and complete courses. Initially, our partnership focused on employment support for residents in temporary accommodation. We have expanded our partnership to focus on supporting households into homes they can afford. Beam will provide dedicated 1-

How we’re already delivering on this commitment **Built for Zero**

Built for Zero is an international movement to end homelessness. It seeks to create a just and equitable future where homelessness is rare, brief when it occurs, and never a way of life. Starting in the USA over a decade ago, Built for Zero has helped hundreds of communities across the USA, Canada, Australia, France, Denmark and the UK drive sustainable, equitable reductions in homelessness. At the core of Built for Zero is a belief that homelessness is a systems issue that can, and must, be solved. The methodology is built around four pillars: a

strong backbone organisation; a shared aim owned by the community; high quality real-time data; and strategic partnerships. Brent is proud to partner with Crisis (the national homelessness charity) to carry out a test and learn pilot of Built for Zero in the UK. In Brent, we are testing the methodology with those who are rough sleeping – some of the most vulnerable in our community. Since the start of the pilot in September 2023, Brent has made steady progress towards its aim to sustainably and equitably reduce rough sleeping in the borough. The learning from the project is being shared throughout the borough's homelessness response system, as well as with wider stakeholders.

Tackling the homelessness emergency

This Strategy commits the whole council to working more closely with partners and organisations to tackle the homelessness emergency. We're seeing more households struggling to make ends meet - so we will do more to prevent homelessness, identifying people who are at risk of homelessness and intervening early, making sure the support we offer is joined up has residents at its heart. The urgency of the situation means we must change, adopting a proactive, innovative and partnership-based approach towards the future challenges that we face.

By better understanding the challenge of homelessness in Brent, through data and how individuals experience homelessness, we can develop informed, targeted solutions and continually improve how we support residents. By making our services more personalised and user-informed we can ensure that specialised and complex needs are met and that the housing solutions we provide are suitable and sustainable. By focusing our services on prevention, we can make the right advice and support available to those who need it at the right time. By increasing the supply of and access to stable and affordable homes across the

borough, we can meet local housing need. By minimising the use of temporary accommodation and reducing the cost and improving the quality of what we do offer, we can reduce the negative impacts of homelessness upon health and wellbeing.

By working with our partners, and drawing on our collective strengths, we'll have a better chance of addressing the homelessness crisis in Brent.

Together, we can turn the tide on the homelessness emergency.



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Introduction

1.1 Under Section 1(1) of the Homelessness Act 2002, every local authority in England has a duty to formulate a strategy for tackling homelessness¹. In order to appropriately inform this strategy, a comprehensive homelessness review must take place² which looks at:

- The current and likely future levels of homelessness within the local area;
- The activities which are carried out for preventing homelessness as well as securing accommodation or providing support for those who are, may become or have been homeless; and
- The resources allocated to these activities.

1.2 This year Brent will refresh its Homelessness and Rough Sleeping Strategy 2020 – 2025. This review includes insight into the current picture of homelessness in Brent and progress made on the 2020 – 2025 Strategy. This review will inform the Homelessness and Rough Sleeping Strategy for 2026 – 2031.

Performance against previous commitments (Homelessness and Rough Sleeping 2020 – 2025)

2.1 In 2020, Brent published its most recent Homelessness and Rough Sleeping Strategy 2020 – 2025, which set out the direction and priorities for addressing homelessness across a five-year period. The below table highlights the commitments within this strategy and progress against them.

2.2 *Commitments for tackling homelessness (as set out in the Brent Homelessness and Rough Sleeping Strategy 2020 – 2025)*

Commitment	Evidence
We seek to fully understand the challenge of homelessness in Brent and how it is experienced by individuals so we can develop informed, targeted solutions, and continually improve the quality of the services we deliver	<p>We have taken steps to improve our approach to data collection, including by introducing the Locata HP2A system. Work is ongoing to improve the quality of our data and integrate data across digital systems.</p> <p>We are committed to providing person-centred services to residents, which is reflected in our ongoing commitment to meeting residents face-to-face to process homelessness applications and provide support. Our teams operate out of the Turning Point Centre and New Horizons Centre, both located in Harlesden, which is one of the areas experiencing the highest levels of homelessness in the borough.</p> <p>Work is ongoing to improve the quality of service that we provide to residents. We have begun developing a comprehensive training programme to help improve the service that our teams are providing, which will be rolled out in the coming months.</p> <p>We continue to provide targeted services to specific groups of residents who are experiencing homelessness, including a dedicated Domestic Abuse Service, which provides specialist services to survivors of domestic abuse, and a Hospital Housing Advice Service, which supports hospital discharge teams within the London North West Healthcare Trust Hospitals</p>

¹ <https://www.legislation.gov.uk/ukpga/2002/7/section/1>

² <https://www.legislation.gov.uk/ukpga/2002/7/section/2>



	<p>to facilitate a timely and effective discharge from hospital into suitable accommodation.</p> <p>We are continuing to work closely with the Brent Homelessness Forum to understand the various and complex needs of people who are experiencing homelessness, and how we can support them more holistically.</p>
Our services are prevention focused and we ensure the right advice and support is available to those who need it	<p>Our homelessness service has continued to embed the Homelessness Reduction Act and to focus on prevention where possible. However, we know a higher proportion of residents approach Brent already homeless than in London generally and are working to understand why this is the case.</p> <p>The homelessness landscape across London has deteriorated significantly, and as a result our successful prevention/relief resolutions have reduced from 70% in our previous review to 40%. However, despite these challenges, the number of households in temporary accommodation has only risen 4-5%, which represents significant success given the extent of increased demand.</p> <p>Our website is regularly updated to provide residents with relevant information on the services that the council offers. We have introduced a Find a Place You Can Afford campaign to highlight current housing pressures, the limited availability of Council social housing, and steps residents can take to secure and/or retain their own stable and affordable accommodation.</p> <p>There is more for us to do to work with teams from across the Council and with partners to identify the support they can provide to prevent individuals and families from becoming homeless. Our early work to establish an Integrated Neighbourhood Team in Harlesden, that will deliver joined-up and prevention-focused services to residents, is a good example of the approach that we want to take to delivering preventative services and support to our residents.</p> <p>We have continued to work on improving data and are now developing algorithmic models to identify residents who are at risk of homelessness before they approach the council and put in place pre-crisis interventions.</p> <p>Despite the prevention work that we have done, there is significantly more for us to do.</p>
We work to increase the supply of and access to stable and affordable homes across the borough	<p>The Council has worked on three fronts to improve delivery: as a direct provider of affordable homes, working to support registered providers to develop in the borough and as a planning authority in seeking to extract the maximum viable amount of affordable housing from new developments (this includes from small developments of between 5-9 dwellings where a financial contribution towards affordable housing is sought, as well as purpose built student accommodation where more recently financial contributions to meet Brent's affordable housing needs have been prioritised instead of affordable student accommodation).</p>



A 28 July 2025 Cabinet report on affordable housing supply indicates the following amounts of delivery over the last 5 years:

Table 1: Breakdown of affordable homes delivered in the borough as of March 2025

Year	20/21	21/22	22/23	23/24	24/25	Total
Council General Needs	29	332	40	98	56	525
RP General Needs	203	238	293	140	116	990
Council Supported living	0	0	0	61	0	61
Council Temporary Accommodation	0	149	0	0	0	149
Council Shared Ownership	0	0	22	1	0	23
RP Shared Ownership	298	144	352	121	197	1112
RP Other	491	363	78	165	95	1192
Total	1021	1226	785	586	434	4052

Despite the work that Brent has done to provide more affordable homes in the borough, there are still challenges. Progress on delivery has been impacted significantly by a range of factors including increased borrowing costs, rising construction costs, a flat housing market significantly affecting viability, and complications post-Grenfell associated with new fire safety approvals, which have led to some significant delays. Starts on site are significantly down in the last two years, with no significant change in prospects anticipated in the short term. This will impact on overall housing numbers delivered in Brent and due to viability factors could impact on the proportion of affordable dwellings delivered in private sector led housing developments.

We minimise the use of temporary accommodation, but where this is unavoidable, work to improve the quality of accommodation offered, and keep the stay as stable

Despite significantly rising homelessness demand, the number of households in temporary accommodation has only risen 4-5% to 2,408 households, as of 13 August 2025. Recently, on average, about 20 new households enter temporary accommodation for the first time each week. On average, households in emergency accommodation have been in that accommodation for 42 weeks.

We consistently work with our providers to improve the quality of temporary accommodation. This has included being part of the pan-London initiative, Setting the Standard, to ensure properties are safe and habitable.



and as short as possible	<p>We have also introduced the use of council-owned temporary accommodation, giving us greater control over property standards and tenancy management. We have 256 units, mostly in Anansi House and Knowles House. This has led to noticeable improvements in quality, with homes that are better maintained and more consistently meeting residents' needs, while also providing households with greater stability and security. This work was highlighted as best practice in our recent MHCLG visit.</p> <p>We are rapidly developing a B&B elimination plan which will be prioritised during the end of 2025 and start of 2026.</p>
We seek to personalise our services to individuals' needs, and work collaboratively with our partners to ensure those needs are met.	<p>We have worked closely with the Brent Homelessness Forum to develop our understanding of the range of people experiencing, or at risk of, homelessness, and to provide holistic support to meet their needs.</p> <p>Our work on the Built for Zero initiative has helped us to work with rough sleepers to sustainably and equitably reduce rough sleeping in the borough.</p> <p>Built for Zero is an international movement to end homelessness. It seeks to create a just and equitable future where homelessness is rare, brief when it occurs, and never a way of life. Brent is proud to partner with Crisis UK (the national homelessness charity) to carry out a test and learn pilot of Built for Zero in the UK. In Brent, we are testing the methodology with those who are rough sleeping - some of the most vulnerable in our community. Since the start of the pilot in October 2023, Brent has made steady progress towards its aim to sustainably and equitably reduce rough sleeping in our borough. The learning from the project is being shared throughout our borough's homelessness response system, as well as with wider stakeholders.</p> <p>Built for Zero achievements since October 2023:</p> <ul style="list-style-type: none">• Most accurate and reliable data the borough has on rough sleepers• Using wider, more gender informed definition of rough sleeping (spotlight on hidden homelessness population)• Improving partnership working, including coordination of Brent's Winter Night Shelter and the women's rough sleeping census• Feeding into Mental Health and Housing Steering Group (senior leaders from Council and community services attend)• Introduced a new commissioned housing related support referral form• Trialling ways of working to ensure there are no evictions onto the street from commissioned housing related support services• Data feeding into the re-commissioning of housing related support services• Flexing the system to get long-term rough sleepers off the street (90-day challenge)



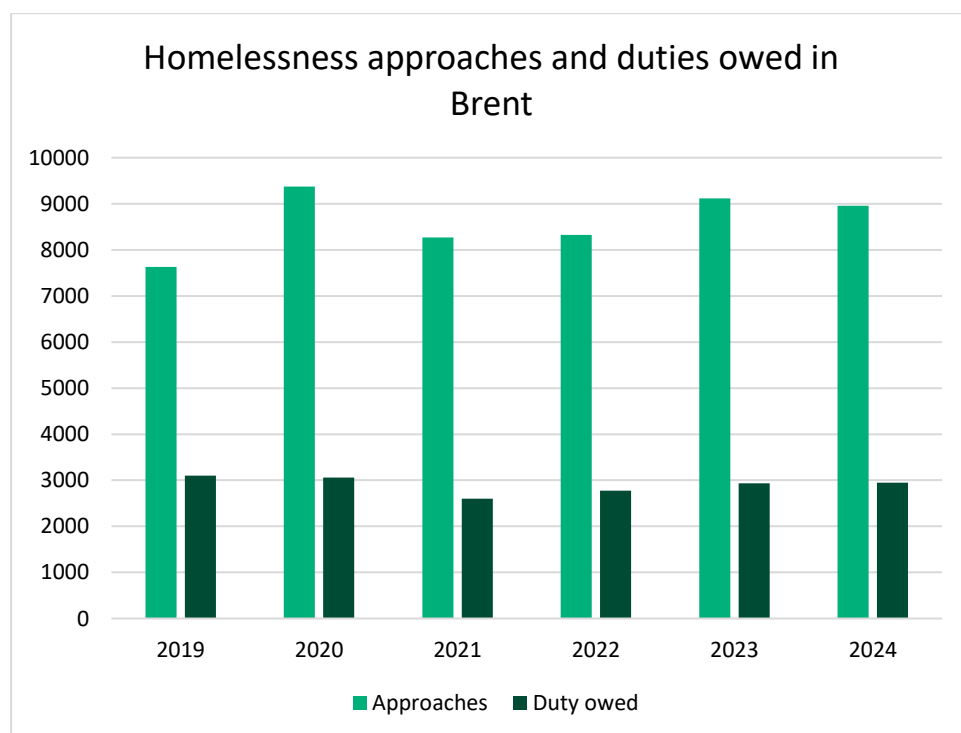
- 2.3 An updated Homelessness and Rough Sleeping Strategy will be developed off the back of this homelessness review and will set out the updated direction and priorities for the services that we provide to residents who are homeless or at risk of homelessness.

National, regional and local context for homelessness

Homelessness Reduction Act 2017 and homelessness approaches in Brent

- 3.1 Throughout the last Strategy period, the Government has maintained its emphasis on prevention when it comes to homelessness. At the time of producing this Homelessness Review we are awaiting the introduction of the Renters' Rights Bill. This Bill will further cement the importance of prevention, as it is expected to end section 21 'no fault evictions'. This should make a difference, given that 'no fault evictions' are the leading cause of homelessness in England. In 2024, 32,287 households in England were served with a 'no fault eviction' notice.
- 3.2 Since the previous Homelessness and Rough Sleeping Strategy was adopted, the number of people approaching the Council for advice and/or support relating to their housing situation has increased substantially, in line with regional and national trends (see Figure 1). We forecast that about 9,000 households will approach us as homeless this year and 3,300 of them will become formal homelessness applicants.

Figure 1



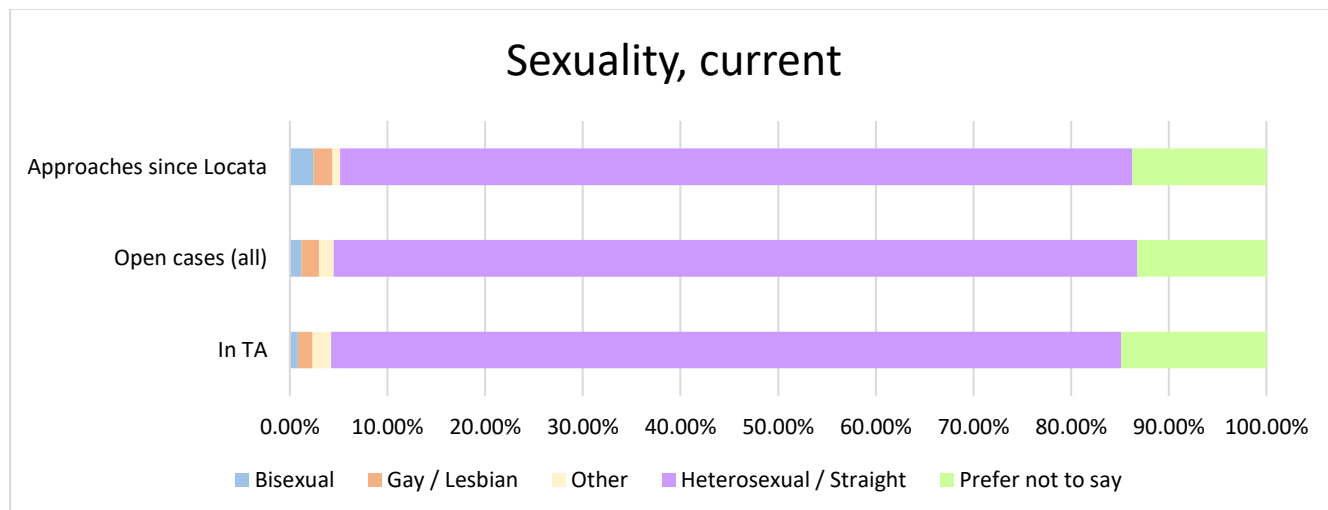
- 3.3 In 2024/25, there were approximately 551 rough sleepers in Brent. This was an increase of 101 from the previous year. 64% of people seen rough sleeping in the borough during 2024/25 were new rough sleepers, while 22% fell into the living on the street category, and 14% were returners to rough sleeping. 289 (52%) people were seen rough sleeping only once in 2024/25, which compares to 247 (54%) seen rough sleeping only once in 2023/24. 65% of people seen rough



sleeping in the borough during 2024/25 who were new to the streets were seen rough sleeping just once.

3.4 In Brent we are seeing an increase in individuals approaching the Council for advice and/or support regarding their housing situation who are identifying their sexuality as lesbian, gay, bisexual or other. In 2024-25, 247 people approaching for housing advice identified as LGB+, up from 319 in 23-24 and 300 in 22-23.

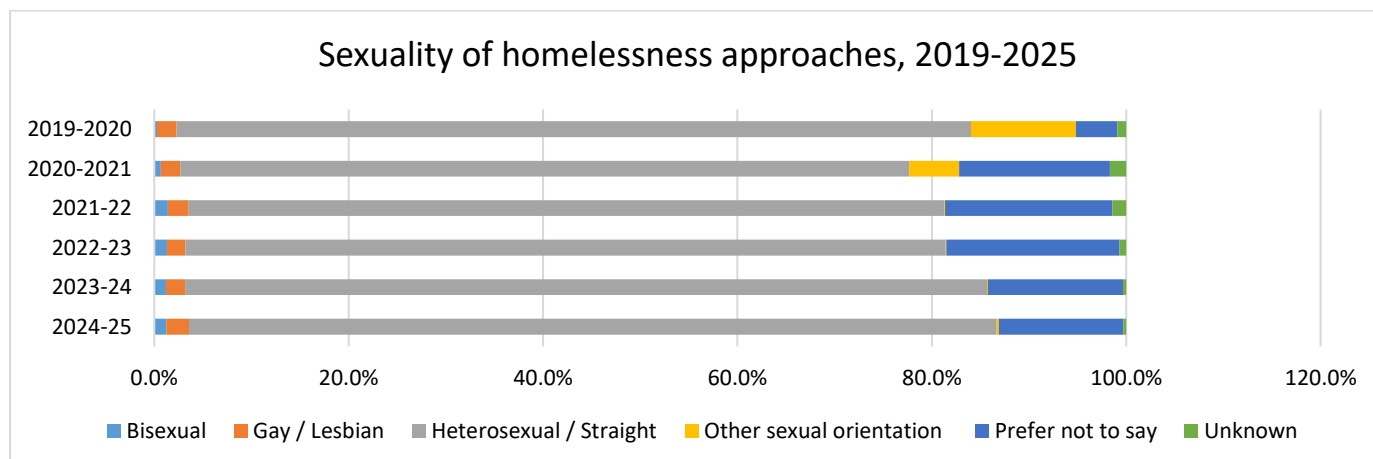
Figure 11



All data from August 2025. Migration to Locata occurred on 24 March 2025. Note the increasing occurrence of "Other" sexuality among open cases and households in TA is likely a legacy data collection error.

Sexuality	Bisexual	Gay / Lesbian	Other	Heterosexual / Straight	Prefer not to say
In TA	0.81%	1.50%	1.91%	80.91%	14.86%
Open cases (all)	1.18%	1.80%	1.50%	82.31%	13.21%
Approaches since Locata	2.43%	1.92%	0.78%	81.14%	13.73%

Historical data

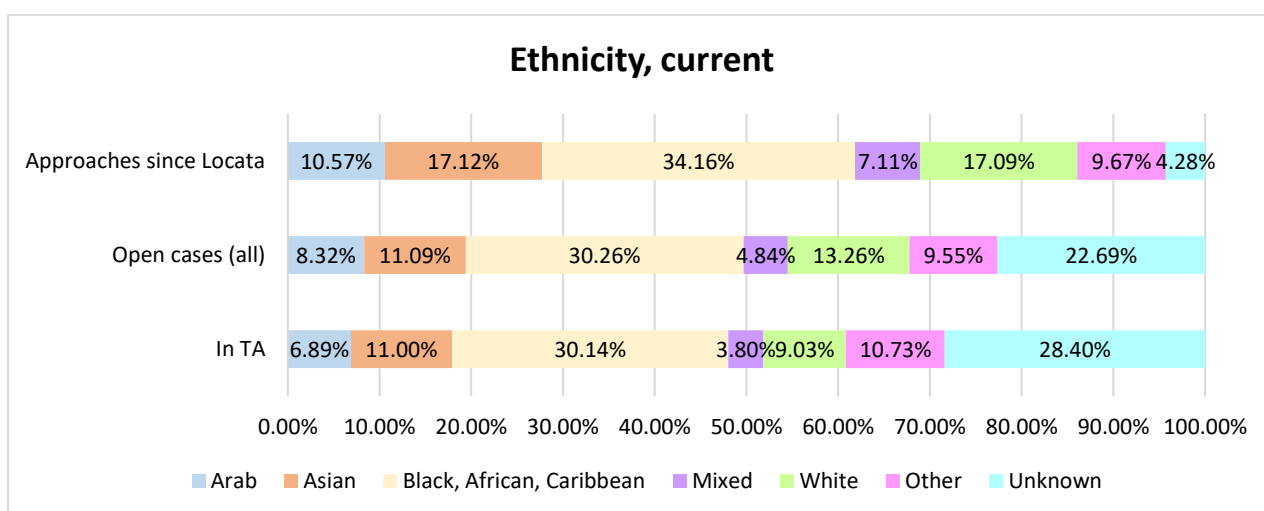




	Bisexual	Gay / Lesbian	Heterosexual / Straight	Other	Prefer not to say	Unknown
2019-2020	0.3%	2.0%	81.7%	10.8%	4.3%	0.9%
2020-2021	0.7%	2.0%	75.0%	5.1%	15.5%	1.7%
2021-22	1.4%	2.1%	77.8%	0.1%	17.2%	1.4%
2022-23	1.3%	1.9%	78.2%	0.1%	17.8%	0.7%
2023-24	1.2%	2.0%	82.5%	0.1%	13.9%	0.3%
2024-25	1.2%	2.3%	83.1%	0.2%	12.8%	0.3%

3.5 Since migrating to Locata, our data collection of residents' ethnicities has significantly improved. From this, we know that there are about twice as many residents identifying as black who approach as homeless compared to the background Brent population – and nearly twice as many living in temporary accommodation. We also know that residents identifying as Arab are more likely to approach as homeless and live in temporary accommodation. Residents who identify as white or Asian are less likely to approach as homeless or live in temporary accommodation. Compared to five years ago, fewer households identifying as white or black and more identifying as Arab or other are approaching the council as homeless. (Population data taken from ONS 2021 Census).

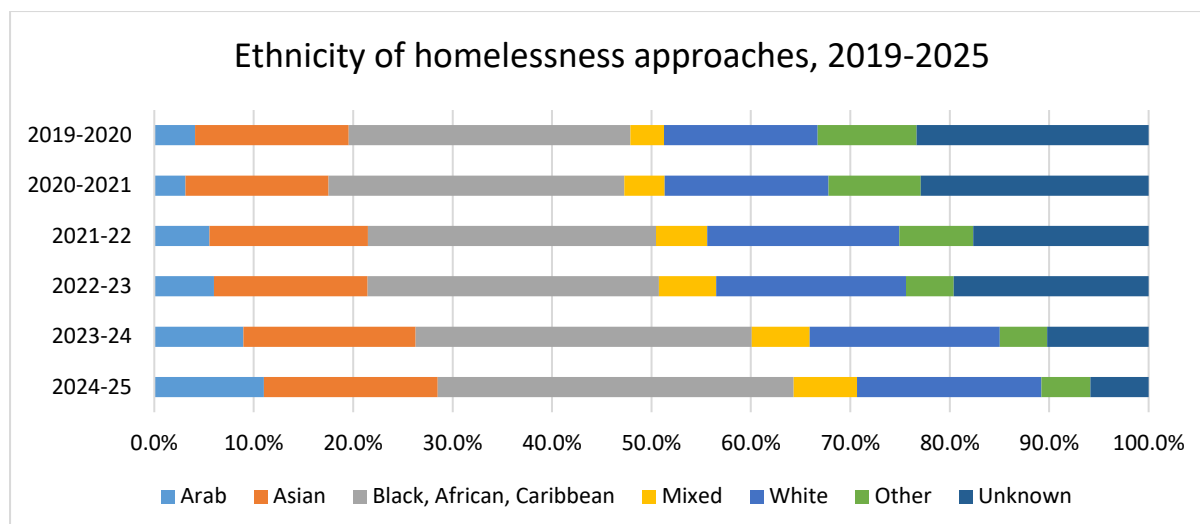
Figure III



All data from August 2025. Migration to Locata occurred on 24 March 2025.

Ethnicity	Arab	Asian	Black, African, Caribbean	Mixed	White	Other	Unknown
Approaches since Locata	10.57%	17.12%	34.16%	7.11%	17.09%	9.67%	4.28%
Open cases (all)	8.32%	11.09%	30.26%	4.84%	13.26%	9.55%	22.69%
In TA	6.89%	11.00%	30.14%	3.80%	9.03%	10.73%	28.40%

Historical data

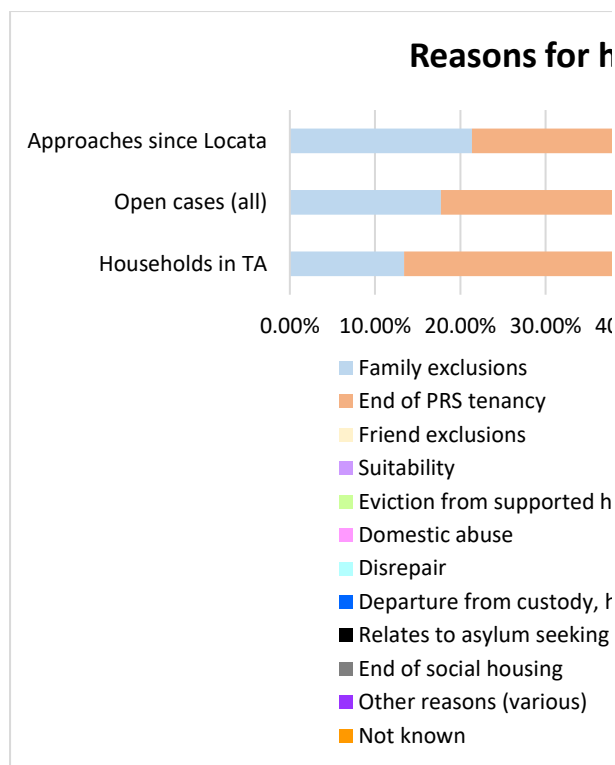


Ethnicity	Arab	Asian	Black, African, Caribbean	Mixed	White	Other	Unknown
2019-2020	4.1%	15.4%	28.3%	3.4%	15.4%	10.0%	23.3%
2020-2021	3.1%	14.4%	29.8%	4.0%	16.5%	9.3%	22.9%
2021-22	5.6%	15.9%	29.0%	5.1%	19.3%	7.4%	17.6%
2022-23	6.0%	15.5%	29.3%	5.8%	19.1%	4.8%	19.6%
2023-24	9.0%	17.3%	33.8%	5.8%	19.1%	4.8%	10.2%
2024-25	11.0%	17.5%	35.8%	6.4%	18.5%	4.9%	5.9%

Reasons for homelessness in Brent

3.6 We look carefully at the reasons why households approach as homeless in Brent to ensure that our prevention strategies are targeted and appropriate, and therefore as successful as possible. Recently, the most common reasons for approaching the council as homeless relate to end of private rented sector tenancies, family exclusions, unsuitable housing, domestic abuse, friend exclusions, and eviction from supported housing.

Figure IV



All data from August 2025. Migration to Locata occurred on 24 March 2025.

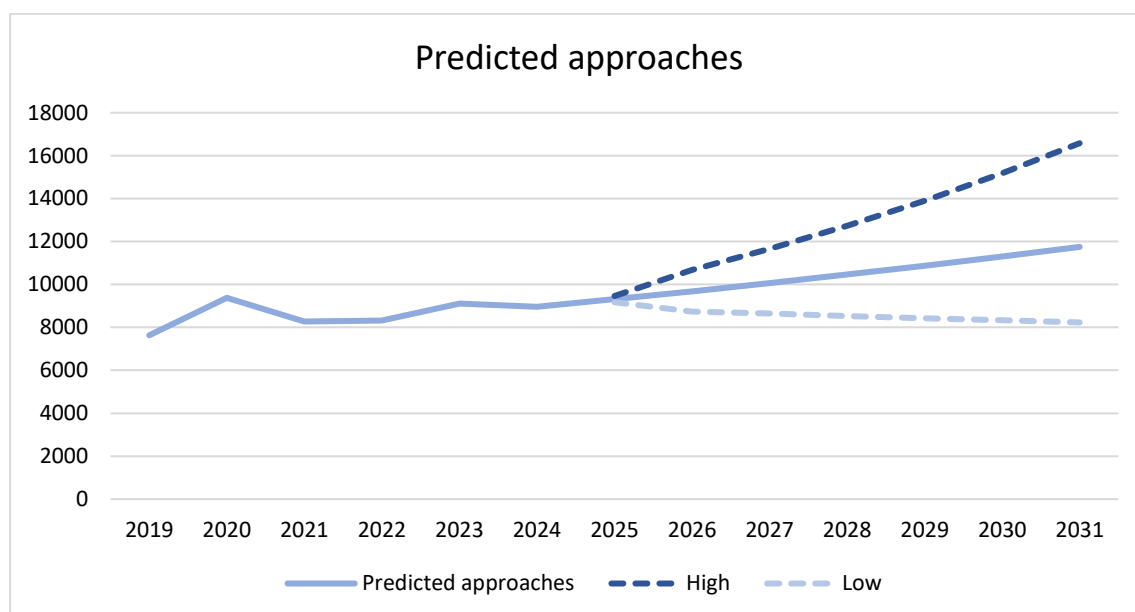


Predicting future homelessness

4.1 Approaches

4.1.1 In 2019, the council received 7631 homelessness approaches. In 2020, this increased to 9375. In 2024, the council received 8957 homelessness approaches and we predict receiving just over 9300 homelessness approaches in 2025. Putting the Renters Rights Act to the side, the number of homelessness approaches would likely continue to grow by about 4% in future years. This is displayed in the graph below. However, the Renters Rights Act should mitigate some of this growth. Officers are currently undertaking more detailed work to model the impact of the Renters Right Act on homelessness approaches, but we will only know for certain once the changes have been enacted in law. For now, officers have provided a high prediction figure (assuming 9.2% growth) and a low figure (assuming -1.2% growth).

4.1.2

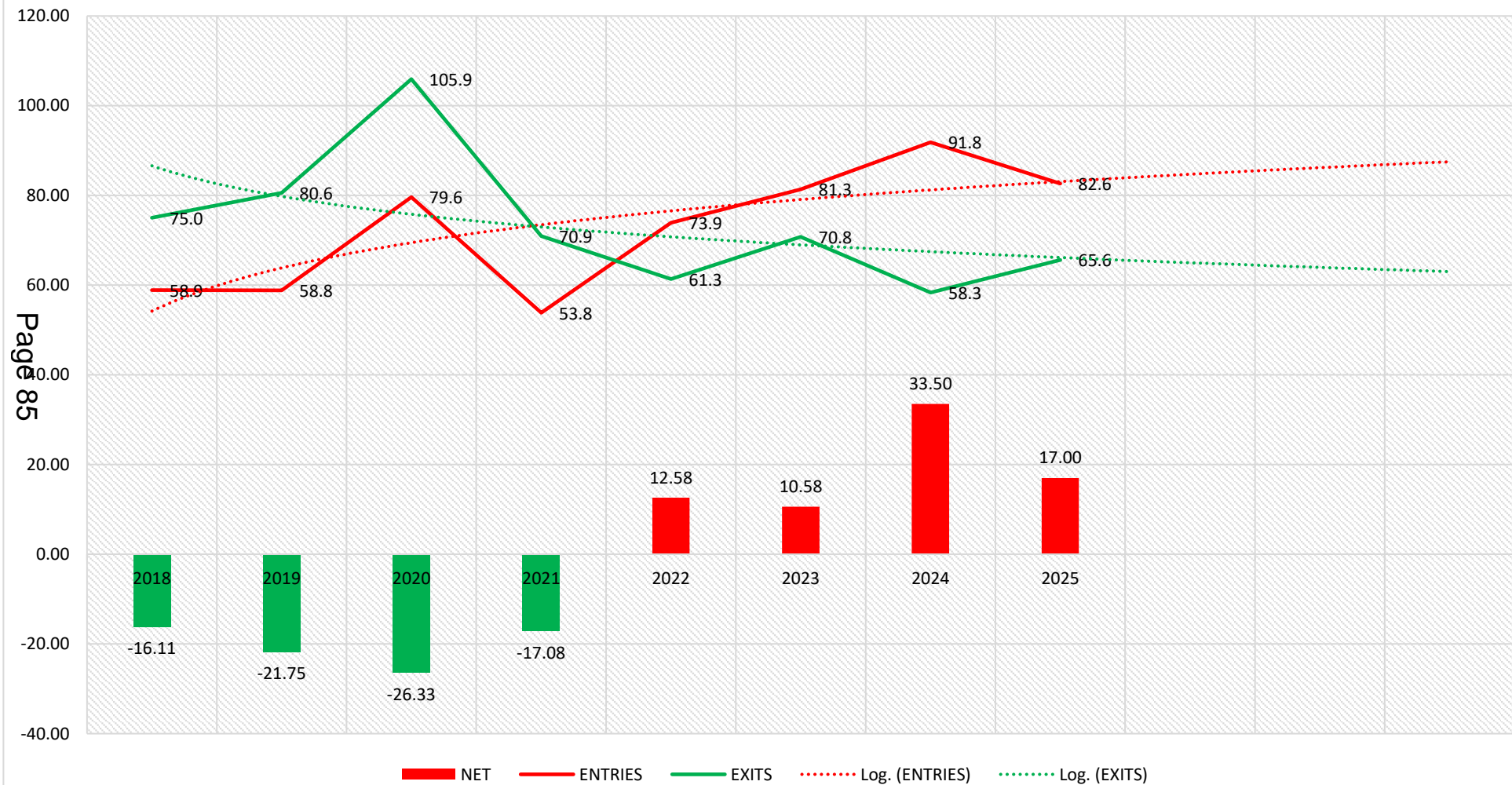


4.2 Temporary accommodation

4.2.1 In 2019, 58.8 households entered temporary accommodation and the council supported 80.6 households to exit emergency accommodation each month (average). In 2024, demand for temporary accommodation had significantly increased to 91.8 new entries per month. The council was able to support substantially fewer households to exit too: 58.3 households per month. Data to August 2025 shows that, for the first time since 2019, the council has been able to reduce numbers of entries and increase the number of exits, although there remains a sizeable gap.

4.2.2 On that basis, with regards to temporary accommodation, our estimated projections for future years include low level growth of entries into temporary accommodation and low-level reduction in exits from temporary accommodation each month:

Entries and exits - All TA (Years)





Homelessness services and initiatives in Brent

5.1. Ensuring that there is adequate and effective support and advice services available across the borough is key to tackling homelessness, from both a preventative and responsive perspective. Appendix 1 provides a list of the services available with:

- The lead organisation providing the service or initiative;
- Whether the main aim is to provide support, secure accommodation or prevent homelessness;
- Who it is aimed at (i.e. families, single homeless individuals etc.);
- Where resources / funding originate from; and
- Key challenges / suggested improvements.

Gap analysis of services

5.2. As part of engagement with external partners, and discovery work we've done to support the establishment of our Preventing Homelessness work programme, we have analysed where there are current gaps in the services that are available to support people who are homeless or at risk of homelessness. Key gaps include:

- There is a lack of access to secure, affordable housing across Brent, specifically in the private rented sector;
- Too many residents are being housed in non-contained B & B accommodation for extended periods of time;
- There is a lack of joined up services across the Council for people who are homeless or at risk of homelessness. People aren't always provided with the full suite of services and support that would help them to address their housing challenges;
- There is a lack of specialised services aimed at specific cohorts i.e. LGBT individuals, sex workers and those with no recourse to public funds;
- There is a lack of opportunities for social interaction for those who are rough sleeping, peer support or 'buddy' services as well as increased day facilities could help;
- There is a lack of support for those with mental health issues who do not reach the threshold for priority need;
- A more joined up approach to case handover is needed between different services and/or organisations. Effective communication is key to ensure trust is maintained; and
- More training and educational opportunities for those who are experiencing homelessness would be beneficial, with the specific aim of supporting individuals into employment.

Homelessness & Rough Sleeping Strategy 2026-2031 (Phase 2 Engagement)

Date of activity	September – November 2025
Lead officer and contact details	Shakira Moses: Shakira.Moses1@brent.gov.uk Hodan Mahamoud: Hodan.Mahamoud@brent.gov.uk
Scope of activity	<p>Between September – November 2025, Brent Council conducted Phase 2 engagement on the Homelessness and Rough Sleeping Strategy. This consultation has enabled officers to shape the final Strategy. During this period, we engaged:</p> <ul style="list-style-type: none"> Residents with lived experience of homelessness and rough sleeping. Frontline staff from across housing, social care, and community services teams. Residents through an online survey. Brent's Homelessness Forum, comprised of borough-wide partners including the NHS, VCSE organisations and housing providers. <p>To ensure that a wide range of residents and partners provided feedback, we promoted consultation and engagement activity and encouraged participation via a range of channels:</p> <ul style="list-style-type: none"> An engagement stall held at the Tenant and Leaseholder Open Day event on 29 October 2025. Consultation promoted to voluntary sector, community and faith organisations. Consultation promoted to Registered Providers. Communications sent to residents in temporary accommodation informing them about the consultation and encouraging them to share feedback. Promotion to other residents via the housing e-newsletter and Resident Associations. Promotion to elected members via the Members' Bulletin. Promotion to internal staff via Viva Engage platform. Visit at Turning Point to speak with residents and officers. Brent Hubs & Libraries session to inform residents about the consultation, and capture feedback on the draft commitments.
Number of tenants / council officers who participated	In total over 200 staff, residents and partners participated in the second phase of consultation.
Findings	
<p>Respondents to the consultation and engagement activity include a wide range of age groups (20–70+), ethnic backgrounds, and lived experiences (including people in temporary accommodation and rough sleepers).</p> <p><u>Commitment Ratings</u></p> <p>For each of the Strategy's five commitments, respondents were asked to identify the importance of the commitment, how clear it was, whether they had confidence that the Council</p>	

would be able to deliver on the commitment, and which commitment they thought was the top priority.

- Importance: Nearly all respondents rated each of the five commitments as “Very Important”.
- Clarity: Most respondents found commitments to be “Clear” or “Very Clear,” though some respondents noted that some commitments lacked detail.
- Confidence: Across all respondents, confidence in the Council’s ability to deliver on each commitment was low to moderate. Many respondents said “Not very” or “Not at all confident”.
- Most respondents thought *Commitment 1 – Understanding homelessness* should be the Council’s top priority (47 responses). *Commitment 3 – Affordable supply of housing* was the second top priority commitment (45 responses).

Key observations

- Younger respondents (20–39) tended to push for long term solutions like building more homes and rent caps.
- Older respondents (50+) tended to raise concerns about immediate relief and reducing antisocial behaviour.
- Ethnic minority groups: Some highlighted barriers and the need for culturally sensitive or targeted support.
- Disabled respondents: Called for inclusive housing design and better communication.

Themes identified

The key themes that came through the consultation and engagement activity are summarised below:

Partnership working

- Partnership working will be critical for delivering on each of the Strategy’s commitments. Partnership working should be reflected across all of the commitments.
- Desire for joined up services, collaboration and better coordination between the council, landlords, other boroughs, community organisations, local partners etc.
- Need for more joined-up engagement with landlords.
- Need for clearer referral routes and outreach to identify risk before crisis point.

Lived experience

- Embed voices of those affected in service design, co-production and monitoring progress against the Strategy.
- The Council needs to better recognise the emotional and psychological impacts of homelessness, not just the practical causes.
- A trauma-informed and empathetic approach is viewed as essential.
- One-size-fits-all approaches to addressing homelessness do not work. Services and support need to be tailored to the needs of individuals/groups who are experiencing or at risk of homelessness.

Data & insight, accountability

- Need for:
 - Better use of data to identify risks early.
 - Transparent reporting and measurable targets to show progress on the Strategy.
 - Regular progress updates to residents to ensure accountability for delivering on the Strategy.
- The importance of residents only needing to tell their story once – and related to this, the need to find ways to better share data and information across Council teams and between the Council and partner organisations.

Prevention and early intervention

- Strong emphasis on early intervention to stop homelessness before crisis point.
- Need for closer partnership working with schools, health services and community and voluntary organisations.
- Suggestions around the need for structured aftercare support after someone is housed, including budget support, life skills training, tenancy sustainment assistance, regular follow up visits etc.
- Ideas include:
 - Outreach in schools, GP surgeries, and community hubs.
 - First-contact resolution protocols.
 - Better landlord engagement to prevent evictions.

Affordable housing

- The need for more affordable housing was the most dominant theme across responses.
- Calls for:
 - Building more council and social housing.
 - Repurposing empty properties into housing.
 - Enforcing developer quotas for genuinely affordable homes.
 - Introducing rent caps and regulating private landlords.
- Recognition that challenges around the affordability of housing also require a response from the government, but that there is more the Council could do to advocate for policy, legislative and funding changes.

Use, quality and management of temporary accommodation

- Key points included:
 - Reducing reliance on temporary accommodation.
 - Poor quality of temporary accommodation and unsuitable conditions.
 - Pressure on residents to accept unsuitable placements.
 - Need for shorter stays and better standards.
 - Some respondents mentioned ASB issues and location of TA.
- Related to the use of temporary accommodation, there was strong feedback around the need to set clearer expectations with residents as to the limited availability of social housing and long wait times for it.

Mental health, addiction and holistic support

- Importance of providing tailored services and support to those who are homeless or at risk of homelessness, rather than taking one-size-fits-all approaches.
- Emotional toll of homelessness highlighted – mental health support should be integrated with housing services.
- Interest in education, volunteering and employment opportunities to rebuild confidence and independence.
- More outreach and safeguarding for vulnerable individuals.
- The importance of the Council continuing to take a face-to-face approach to meeting with and supporting residents who are homeless or at risk of homelessness.

Communication & Staffing

- Respondents mentioned:
 - Lack of staff capacity and continuity.
 - Need for improved, clear and proactive communication.

Resident, partner and staff quotes

- “Having options for people before they become homeless.”
- “Strengthen early intervention and community engagement so that potential homelessness cases are identified and supported well before they reach crisis point.”

- “Door-to-door outreach and housing advice events to raise awareness.”
- “Accelerating council-led housebuilding on available land (including small and infill sites) with a focus on genuinely affordable, secure tenancies.”
- “Ensure temporary accommodation meets decent home standards – cleanliness, safety, accessibility.”
- “Maybe actually considering individual voices and seeing them as people with complex experiences instead of statistics and data.”
- “Delivering more permanent, genuinely affordable homes (especially family-sized council homes) so that households can move quickly out of temporary accommodation.”
- “Strengthen joint working between the Council, community organisations, and local partners through a coordinated, borough-wide homelessness partnership network that shares information, resources, and early intervention strategies to prevent homelessness before crisis point.”
- “To have a better understanding of those with complex needs and how we can support them more holistically.”

EQUALITY IMPACT ASSESSMENT (EIA)

POLICY/PROPOSAL:	Homelessness and Rough Sleeping Strategy 2026 – 2030
DEPARTMENT:	Housing Needs & Support
TEAM:	
LEAD OFFICER:	Laurence Coaker, Director Housing Needs & Support Grace Hall, Change & Improvement Programme Lead
DATE:	

EIA Guidance is available online, please reach out to equality@brent.gov.uk for any further support.

SECTION A – SCREENING

1. Briefly and clearly describe the policy, proposal, change, or initiative, and what it is trying to achieve.

We are reviewing and refreshing Brent's Homelessness and Rough Sleeping Strategy. Our current Strategy was first adopted in 2020, and it is now time for us to develop a new Strategy, covering the period from 2026 – 2030. It is a statutory requirement for Brent to have a Homelessness and Rough Sleeping Strategy. The Strategy will set out Brent's commitments to address homelessness, and the actions that we will take to fulfil those commitments.

The intention is that by delivering on the Strategy, we will make progress towards reducing the number of people who are homeless in the borough, and provide appropriate support to those who do become homeless.

2. Are there any groups who may be impacted by your proposal? For reference, Q4 lists all protected groups.

- Individuals and families who are homeless.
- Individuals and families who are at risk of homelessness.
- Individuals and families who are living in social housing or temporary accommodation that is provided by Brent Council.
- Partner organisations that work with Brent to address homelessness.
- Private sector landlords.

Note that within each of the groups identified above, there are likely to be protected groups who are affected.

3. If no groups are affected, explain why.

N/A

4. Mark with an “X” the potential impact of the policy or proposal on different groups. You can mark more than one box for each group.

Characteristic	IMPACT		
	Positive	Neutral/None	Negative
Age - People of different age groups.	X		
Care Experience - People who have been in care for any period of their childhood.	X		
Disability - People with physical, sensory, learning, and mental health disabilities, long-term conditions, and non-visible disabilities.	X		
Gender reassignment - Transgender and non-binary people, including anyone who is proposing to, started, or who has completed a process to change their gender.		X	
Marriage and Civil Partnership - Applies mainly in the workplace, people who are married or in a civil partnership.		X	
Pregnancy and Maternity - People who are pregnant, on maternity leave, or new parents.		X	
Race and Ethnicity - People of different ethnicity, nationality, and skin colour.	X		
Religion or belief - People of all faiths, and those with no religious belief.		X	

Sex - Differences between men and women, including disparities in pay, career progression, and health outcomes.	X		
Sexual Orientation - People who identify as lesbian, gay, bisexual, queer, asexual, or any other non-heterosexual identity.		X	
Socio-Economic Status – People who are experiencing poverty or socio-economic disadvantage.	X		
Other relevant groups* <i>[replace this text and specify where appropriate]</i>		x	

* Other relevant groups could include Carers, Refugees or Asylum Seekers, Veterans, among others. Review the EIA Guidance for more information.

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

SCREENING CHECKLIST		
	YES	NO
Does the policy or proposal have implications for eliminating discrimination, advancing equality of opportunity, or fostering good relations among different groups?	X	
Does it relate to an area with known inequalities?	X	
Would it add, change, or remove services used by any groups listed in Q4?	X	
Does it have negative or positive equality impacts on any groups listed in Q4?	X	
If you have answered YES to ANY of the above, proceed to section B. If you have answered NO to ALL the above, proceed straight to section C.		

SECTION B – IMPACTS ANALYSIS

6. What data and evidence have you used to understand potential impacts? This could include service user data where relevant. If there is little or no evidence, explain why, and note any plans to improve data collection in future, adding this to the Action Plan in Section E.

We have undertaken extensive gathering and analysis of data to understand the different groups that are affected by homelessness/the risk of homelessness, and that are supported by the council.

The refreshed Strategy will largely build on the 2020 – 2025 Strategy, which made a number of commitments and set out a number of actions to reduce the risk of people becoming homeless, and ensure that people who are homeless are provided with appropriate support.

The refreshed Strategy is likely to make new and stronger commitments around working more closely with residents with lived experience of homelessness to co-design appropriate services and support, and ensuring that residents are provided with joined-up services to help meet their complex needs and/or prevent homelessness (from happening in the first place, and where relevant, reoccurring).

7. For each characteristic:
- Provide detail for the impact listed in the response to Q4 in the left-hand box.
 - Provide data and evidence to explain how you reached your conclusion in the right-hand box.
- Relevant data sources for Brent and its residents can be found in the EIA Guidance document.

Age	
Provide detail for the impact listed in Q4.	Provide supporting data and evidence.
<ul style="list-style-type: none"> The Strategy outlines a commitment and number of actions around working with residents with lived experience of homelessness so that we can design services to meet their needs. This will include working with residents of a range of ages. The Strategy commits to providing person-centred services, which includes providing services tailored to homeless families with children. 	<ul style="list-style-type: none"> Overall, the median age for homeless approaches in Brent is 35, which is also the median age in Brent as a whole. 26-35 yrs are the group most likely to approach the Council as homeless. About 1/3 of recent households approaching as homeless have a dependent child. Of open cases with a full homeless application (i.e. which have been formally assessed), there are ~8500 dependent children related to homeless applications. Of all households whose homeless approach is still open, there are around ~9700 related dependent children. About ¾ of households in temporary accommodation include a dependent child. About 3500 children are living in Brent temporary accommodation.

Care Experience	
Provide detail for the impact listed in Q4.	Provide supporting data and evidence.
<ul style="list-style-type: none"> The Strategy outlines a commitment and number of actions around working with residents with lived experience of homelessness so that we can design services to meet their needs. This will include working with residents who have care experience. The Strategy commits to providing person-centred services, which includes providing services tailored to residents who have care experience. 	<ul style="list-style-type: none"> Brent does collect information on care experience, but it is likely that this experience remains slightly underreported, as data below represents approaches since late March 2025, when the Council shifted to a new data collection system. Since March 2025, 80 households have approached with at least one care experienced household member, with a total of 93 care experienced individuals. That represents 1.4% of approaches. The majority of all approaches are between 18 and 30 years. The majority of these approaches are single households (i.e. individual care leavers) rather than members of a family. The main reason for homelessness among such households is eviction from supported accommodation (20%).

Disability	
Provide detail for the impact listed in Q4.	Provide supporting data and evidence.
<ul style="list-style-type: none"> The Strategy outlines a commitment and number of actions around working with residents with lived experience of homelessness so that we can design services to meet their needs. This will include working with residents who have disabilities. The Strategy outlines a commitment to ensuring that people are provided with suitable accommodation, which includes accommodation that is appropriate for people's physical needs. 	<ul style="list-style-type: none"> Recently, about 4% of approaches include households with a learning disability, and ~13% with physical ill health or disability. (Data not yet sufficient to identify trends or stable levels). About 10% of homeless approaches are from residents whose home is no longer suitable due to ill health or disability. About 10% of households are receiving disability benefits. Discussion with residents with lived experience of homelessness + council colleagues has revealed that temporary accommodation/social housing is sometimes unsuitable for individuals with physical disabilities.

Gender Reassignment	
Provide detail for the impact listed in Q4.	Provide supporting data and evidence.
<ul style="list-style-type: none"> The Strategy outlines a commitment and number of actions around working with residents with lived experience of homelessness so that we can design services to meet their needs. This will include, where possible, working with residents whose gender has been reassigned. 	<ul style="list-style-type: none"> The majority of residents (57%) approaching as homeless would “Prefer not to say” if their gender is the same as the sex they were assigned at birth. 43% explicitly stated that their gender is the same as the sex they were assigned at birth. 0.85% of residents explicitly stated that their gender was not the same as the sex they were assigned at birth. This is lower than the 1.31% who so identified in the Census 2021 figures. However, the true figure could be higher than 0.85%, veiled by the large number who would “Prefer not to say”, as above. Consequently, it is difficult to ascertain whether this protect group is more likely to experiences of or risk of homelessness.

Marriage and Civil Partnership	
Provide detail for the impact listed in Q4.	Provide supporting data and evidence.
<ul style="list-style-type: none"> The Strategy outlines a commitment and number of actions around working with residents with lived experience of homelessness so that we can design services to meet their needs. This will include working with residents who are married or in civil partnerships. 	<ul style="list-style-type: none"> We don’t currently have any data specifically addressing the relationship status of homeless individuals.

Pregnancy and Maternity	
Provide detail for the impact listed in Q4.	Provide supporting data and evidence.
<ul style="list-style-type: none"> The Strategy makes specific commitments around providing people with joined-up services, and advice. This should include providing homeless residents who are pregnant or have newborn children with 	<ul style="list-style-type: none"> Homelessness can particularly negatively impact pregnancy and the unborn child Since late March, ~200 approaches (~6%) have included a pregnant household member. Of open approaches since March,

access to relevant services, advice and support.	~75 continue to include a pregnant household member.
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Race and Ethnicity	
Provide detail for the impact listed in Q4.	Provide supporting data and evidence.
<ul style="list-style-type: none"> The Strategy outlines a commitment and number of actions around working with residents with lived experience of homelessness so that we can design services to meet their needs. This will include working with residents from a range of backgrounds. 	<ul style="list-style-type: none"> Residents are much more likely to experience (risk of) homelessness if they are from Black, African and/or Caribbean backgrounds. They are also more likely to experience (risk of) homelessness if they are from Arab backgrounds or other ethnic groups. White and Asian residents are less likely than residents of other ethnicities to experience homelessness or risk of homelessness.

Religion or Belief	
Provide detail for the impact listed in Q4.	Provide supporting data and evidence.
<ul style="list-style-type: none"> The Strategy outlines a commitment and number of actions around working with residents with lived experience of homelessness so that we can design services to meet their needs. This will include working with residents of a range of religious beliefs. 	<ul style="list-style-type: none"> Brent Council started collecting data on religious beliefs with its new digital system, Locata HPA2, as of late March 2025. To date, the data set is too small to identify certain trends, but it appears that households with Muslim religious beliefs are significantly more likely to approach as homeless (~50% of all households, vs 21% of the background population (2021 Census)).

Sex	
Provide detail for the impact listed in Q4.	Provide supporting data and evidence.
<ul style="list-style-type: none"> The Strategy outlines a commitment and number of actions around working with residents with lived experience of homelessness so that we can design services 	<ul style="list-style-type: none"> Men are more likely to approach the council as a single homeless resident, while women are more likely to approach the council on behalf of a homeless family

to meet their needs. This will include working with men and women.	<ul style="list-style-type: none"> Overall, there are slightly more women than men approaching the council as homeless. 8% of people who made a homeless application last year did so because of domestic abuse. We offer specific homelessness support and advisory services for victims of domestic abuse.
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Sexual Orientation	
Provide detail for the impact listed in Q4.	Provide supporting data and evidence.
<ul style="list-style-type: none"> The Strategy outlines a commitment and number of actions around working with residents with lived experience of homelessness so that we can design services to meet their needs. This will include working with residents of a range of sexual orientations. The Strategy continues our existing commitments of providing tailored services to residents who are victims of domestic abuse. 	<ul style="list-style-type: none"> 5.6% of recent homeless approaches identified as gay, lesbian, bisexual or other sexual orientation – higher than the 3.2% of adults who identify as such in Brent in general.

Socio-Economic Status	
Provide detail for the impact listed in Q4.	Provide supporting data and evidence.
<ul style="list-style-type: none"> The Strategy is underpinned by recognition that homelessness impacts on people's socio-economic status and makes a number of commitments around providing people with holistic and integrated support and advice to support better socio-economic outcomes. Households experiencing or at risk of homeless are more likely to be unemployed, underemployed or to be employed in a manner that may be considered socioeconomically disadvantageous. They are also more likely to be in receipt of benefits. 	<ul style="list-style-type: none"> Households experiencing or at risk of homelessness are more likely to be unemployed or underemployed, and are also more likely to be in receipt of benefits. The recently released Indices of Multiple Deprivation (IMD) 2025 show that Brent is the local area in England with the most LSOAs in the most deprived 10% nationally for barriers to housing and services. In absolute terms, it is the second highest in England and the highest in London. This is driven by sub-indicators related to housing affordability and overcrowding. Housing in Brent is the second least affordable in the country, and the third most overcrowded.

	<ul style="list-style-type: none"> • Since April 2025, the most common employment status of the main applicant is not working because of long term sickness or disability (22%), registered unemployed (20%), working 30 hours+ (14%), working less than 30 hours (12%). About 60% of main homelessness applicants are not working. • Since April 2025, for housing costs, 45% are receiving Universal Credit, 27% no benefits, and 8% housing benefit.
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Other Relevant Groups	
Provide detail for the impact listed in Q4.	Provide supporting data and evidence.
None identified	None identified

8. Summarise any engagement activities with relevant groups (this may replicate some of the information listed in Q7). State whether those involved represent the people affected by your proposal, or whether more engagement is needed, which should be added to the Action Plan in Section E.

<p>To develop the Homelessness and Rough Sleeping Strategy we have engaged with a range of residents, including residents with lived experience of homelessness.</p> <p>Our engagement has shown that:</p> <ul style="list-style-type: none"> • Younger respondents (20–39) tended to push for long term solutions like building more homes and rent caps. • Older respondents (50+) tended to raise concerns about immediate relief and reducing antisocial behaviour. • Ethnic minority groups: Some highlighted barriers and the need for culturally sensitive or targeted support. • Disabled respondents: Called for inclusive housing design and better communication.
--

9. Provide more detail on any areas identified as requiring further data or detailed analysis.

Officers will continue to engage with residents with lived experience of homelessness from a range of protected groups as work to deliver the Strategy progresses. This will help to ensure that the Council is delivering on its commitments to design and deliver services in ways that meet the needs of different protected groups.

SECTION C – CONCLUSIONS

10. Summarise your overall conclusions based on the analysis:

- If there are no impacts, state that here, and **do not complete sections E or G.**
- If you decide not to move forward, explain why, and **do not complete sections E or G.**
- If there are negative impacts, explain what you'll do to reduce them. If you choose to continue despite negative impacts, or if negative impacts remain following your action plan, provide a justification for your decision.
- If there are positive impacts, explain how these could be strengthened, where possible.

It is appropriate for this policy/work to proceed. It is, in many ways, designed to ensure that appropriate arrangements are in place to provide support/advice to people with protected characteristics. Appropriate arrangements are being put in place to ensure that people with a wide range of lived experiences of homelessness/risk of homelessness are given opportunity to feed into the development of the Strategy.

SECTION D - RESULT

<i>Select one of the following options with an "X".</i>		
A	CONTINUE WITH THE POLICY/PROPOSAL UNCHANGED	X
B	JUSTIFY AND CONTINUE THE POLICY/PROPOSAL	
C	CHANGE/ADJUST THE POLICY/PROPOSAL	
D	STOP OR ABANDON THE POLICY/PROPOSAL	

SECTION E - ACTION PLAN AND MONITORING

Unless your proposal has no equality impacts or you are not moving forward, complete the table below to track specific actions to:

- Reduce negative impacts and increase positive outcomes.
- Monitor actual or ongoing impacts.
- Record plans to improve data collection.
- Plan any further engagement or analysis that may be required.

Use the 'Status' column on the right to indicate whether the action is yet to start, is in progress, or has been completed.

Issue Identified	Action	Lead Officer	Completion Date	Status
Ensuring that services meet needs of residents with lived experience of homelessness – including different protected groups	Ongoing engagement with residents with lived experience of homelessness, including from a range of protected groups, and tailoring services based on their feedback. Details of ongoing engagement will be worked out following the adoption of the Strategy and included in subsequent reviews of this EA.	Laurence Coaker, Zorba Emelonye and Komal Samra	Ongoing – and for the duration of the Strategy (2026 – 2031)	Underway
Need for improved data on homelessness and how it is affecting different protected groups	Ongoing analysis of data and identification of areas where improvements in data collection are needed.	Laurence Coaker, Jamie Slagel	Ongoing	Underway
Need to ensure that the Council is delivering on its commitments in the Strategy	Regular engagement with Brent's Homelessness Forum, partner organisations and residents with lived experience of homelessness to monitor progress and identify areas for further work/improvement.	Laurence Coaker, Grace Hall	For the duration of the Strategy (2026 – 2031)	To begin

11. Describe how you will monitor the actual, ongoing impact of the policy or proposal?

- Regular project team meetings to oversee the development of the refreshed Strategy.
- Governance oversight via CMT, PCG and Cabinet.
- Ongoing review of progress on the adopted Strategy via the Council's Preventing Homelessness Steering Group + Brent Homelessness Forum.
- Ongoing engagement with residents with lived experience of homelessness.

SECTION F – SIGN OFF

	Signature	Date
Officer:		
Reviewing Officer or Head of Service		

SECTION G – REVIEW

EIAs are live documents and should be reviewed regularly, especially if there are actions still to be completed or if the proposal has significant equality impacts.

When to review

- Review every 6 months until all actions in the Action Plan above are complete.
- If new data, feedback, or changes to the service arise, revisit the EIA to make sure it's still accurate.

Who should review

- The same officer who completed the EIA should carry out the review. If there's been a staffing change, the new lead officer should take over.

What to update

- Use the Status column in the Action Plan above to show progress (e.g. Not Started, In Progress, Completed). Add comments and updates in the table below — include any new data, evidence, or feedback.


When reviews can stop

- Once all actions are complete and no further equality impacts are expected, you can stop reviewing the EIA.
- Add rows to the table below as necessary until all actions are completed.

Date of 1st Review:	
Officer:	

Comment on progress toward specific actions, and provide any data and evidence updates:	
Reviewing Officer or Head of Service:	
<u>Date of 2nd Review:</u>	
Officer:	
Comment on progress toward specific actions, and provide any data and evidence updates:	
Reviewing Officer or Head of Service:	
<u>Date of 3rd Review:</u>	
Officer:	
Comment on progress toward specific actions, and provide any data and evidence updates:	
Reviewing Officer or Head of Service:	

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	Cabinet 8 December 2025
	Report from the Corporate Director of Service Reform and Strategy
	Lead Member – Cabinet Member for Climate Action & Community Power (Councillor Jake Rubin)
Corporate Performance update and Q2 reporting	

Wards Affected:	All
Key or Non-Key Decision:	Key
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:	One Appendix A: Borough Plan Q2 Scorecard
Background Papers:	None
Contact Officer(s): <small>(Name, Title, Contact Details)</small>	<p>Jon Cartwright, Head of Change and Customer Insight, Partnerships 020 8937 1742 Jon.Cartwright@brent.gov.uk</p> <p>Tom Pickup, Policy and Performance Manager 020 8937 4116 Tom.Pickup@brent.gov.uk</p> <p>Anisha Fernandes Senior Performance Officer, Partnerships 020 8937 3927 Anisha.Fernandes@brent.gov.uk</p> <p>Daniel Henderson Senior Performance Officer, Partnerships 020 8937 2841 Daniel.Henderson@brent.gov.uk</p>

1. Executive Summary

- 1.1. The purpose of this report is to update on progress in developing, enhancing and embedding performance reporting and monitoring arrangements across the organisation. The paper also sets out the council's performance position for Q2 2025/26, using the Borough Plan performance scorecard.

2. Recommendation(s)

Cabinet is asked to:

- 2.1. Note and discuss the progress in developing and embedding enhanced arrangements for corporate performance reporting along with the Borough Plan 2025/2026 performance reporting for Q2 set out from 3.2 and in Appendix A and:
 - 2.1.1. Consider the current and future strategic risks associated with the information provided and agree remedial actions on strategic risks as appropriate.
 - 2.1.2. Challenge progress with responsible officers as necessary.

3. Detail

3.1. Cabinet member Foreword

- 3.1.1. This report includes detailed reporting against the full suite of Key Performance Indicators (KPIs) developed to monitor delivery of the desired outcomes (i.e. 'what success will look like' measures) set out in the Borough Plan 2023-2027: Moving Brent Forward Together. This includes progress updates for key activities and commentary against targets aligned to each of the five priority areas:
 - Prosperity and Stability in Brent
 - A Cleaner, Greener Future
 - Thriving Communities
 - The Best Start in Life
 - A Healthier Brent

3.2. Borough Plan performance Q2

- 3.2.1. The Q2 performance scorecard includes a total of 60 key indicators from the Borough Plan.
- 3.2.2. Each KPI is assigned a Red, Amber, or Green rating based on its performance against the quarterly targets.
 - Green – KPI has met or exceeded its target.
 - Amber – KPI is slightly off target, falling between 0.01% and 5% outside the target.
 - Red – KPI is significantly off target, exceeding 5% variance from the target.
- 3.2.3. Of the 60 Borough Plan indicators reported this quarter, 52% were green (up from 45% in Q1), 18% red (down from 28% in Q1), and the remainder amber or contextual. Performance breakdown for Q2 Borough Plan indicators and direction of travel:

Table 1

Priority	Red	Amber	Green	Contextual
Prosperity and Stability in Brent	6↓	2↑	9→	4→
Cleaner, Greener future	0↓	2↑	8→	3↑
Thriving communities	1→	0→	2→	5→
The Best start in life	3↓	0↓	6↑	0→
A Healthier Brent	1→	0→	6→	2→
Total	11↓	4↑	31↑	14↑

Prosperity and Stability in Brent

Red KPIs

- 3.2.4. i4B has an acquisition target of 15 for this financial year and has completed 6 properties so far, this year. i4B currently has 10 properties in conveyancing due to complete in the coming months, making it on track to meet the annual target.
- 3.2.5. The number of households in temporary accommodation was 2,483, up from 2,411 in Q1 and exceeding the target of 2,100, which has resulted in this KPI being rated as Red. Demand for homelessness services remained high throughout the quarter, leading to continued growth in temporary accommodation usage. Efforts remain focused on homelessness prevention through the Change Programme Preventing Homelessness workstream and other initiatives designed to relieve pressure on temporary accommodation. In addition, work has commenced on a plan to eliminate the use of B&Bs. Currently, 65 families with dependent children are residing in non-self-contained B&B accommodation. Following a visit from MHCLG, officers have been tasked with reducing this number to zero. There is also an increased emphasis on moving households out of the most expensive nightly paid temporary accommodation and expanding our supply of settled, leased temporary housing.
- 3.2.6. The number of Houses in Multiple Occupation (HMOs) licensed within the borough currently stands at 4,218, below the target of 5,578, resulting in a red rating for this KPI. This figure is expected to continue to fall due to the Brent Additional HMO Licensing Scheme ending on 31 January 2025, meaning smaller HMOs no longer required a licence. A new Additional HMO Licensing Scheme has been designated and will come into force in February 2026, at which point the number of licensed HMOs is expected to rise again. At present, there are over 24,000 licensed properties in Brent when Selective Licences are also included.
- 3.2.7. The average days taken to process change events was 6.6, an improvement from 7.25 in the previous quarter, missing the target of 5 days and resulting in a red rating. The average processing time for change events improved to 6.6 days from 7.25 last quarter but still missed the 5-day target, resulting in a red rating. Processing averages remain steady at 6 days; we meet targets for benefits Change In Circumstances and are continuing work on DWP changes.

- 3.2.8. 41 job outcomes were achieved through Brent Works in the quarter, an increase on the previous quarter, bringing the total to 68 so far this year, below the half year target of 75 and resulting in a red rating.
- 3.2.9. The average number of days taken to process new benefit claims currently stands at 24.5, up from 23.7, exceeding the target of 22 days rating this red. Throughout the quarter, the team made concerted efforts to improve processing times for RSF applications. Early in the period, progress was hindered by resourcing challenges, including staff leave, which led to some assessment backlogs. In August, the focus shifted to addressing and reducing outstanding diary work. By September, thanks to closer collaboration with Housing, the team was able to accelerate assessments and began to prioritise first-touch processing of new Housing Benefit claims. These targeted actions have contributed to gradually reducing processing times, which peaked at 30 days in July, but was brought down to 18 days in September, though pressures related to staff availability and fluctuating workloads remain an ongoing consideration.

Amber, Green and contextual KPIs

- 3.2.10. Brent Start recorded an overall achievement rate of 94.1% up from 86%, above the 93% target and rated green. The achievement rate is based on the learner results from 24/25.
- 3.2.11. The average number of days to process RSF applications was 21, down from 25, against a target of 20 days, resulting in this KPI moving from red to amber. There is clear improvement from 37 days in April and 30 days in May. We are currently working on applications dated 19/09/2025. Processing days have slightly decreased, however, over the next month they may increase due to staff leave and sickness.
- 3.2.12. A total of 9,560 residents accessed Community Hubs, exceeding the target of 7,000, which represents an overall increase compared to previous quarters. Resident visits to the Hubs fluctuated, with July recording 1,767 visits, dipping to 1,421 in August, and then rising sharply to 1,808 in September—the highest monthly figure so far. This 27% increase from August to September may align with seasonal factors such as the return to school, though further analysis and additional data would be needed to confirm any correlation. Compared to Quarter 1, which ranged from 1,382 to 1,695 visits, overall demand appears to be trending upward. In September, the most common needs presented were general enquiries (378), council tax (333), and housing and homelessness (249), indicating continued reliance on core council services. 81% of enquiries at the Community Hubs were resolved at the point of contact, continuing to exceed the target of 80%.
- 3.2.13. The percentage of jobs secured paying the London Living Wage (LLW) increased to 90% from 83%, continuing to exceed the target of 80% and achieving a green rating.
- 3.2.14. 12 Apprenticeship outcomes were achieved through Brent Works in the quarter, bringing the year-to-date total to 25, meeting the target of 25.

- 3.2.15. A total of 43 local apprenticeships and work experience opportunities were delivered, exceeding the target of 20 and rated Green. Through our social value commitments, we continue to create apprenticeships and work experience opportunities, with a particular focus on disadvantaged groups, for the Brent community
- 3.2.16. There were 10 job and apprenticeship opportunities created in growth industries across the borough bringing the year-to-date total up to 21, exceeding the target of 15. A significant proportion of these apprenticeships are in construction, which remains a key growth sector
- 3.2.17. Percentage of Black, Asian and Minority Ethnic employees remained consistent at 71.5% in Q1 which is which is the highest across all London Borough's.
- 3.2.18. 24 properties were refurbished and brought back into use, just below the target of 25, rating this KPI as amber. We are on target to meet, if not exceed our target for this year. We are processing grant applications which should result in 15-20 additional units of accommodation provided and several more properties that will be brought back into use through our intervention.
- 3.2.19. 28% of suppliers used were local, exceeding the target of 25%. Local suppliers are defined as those with a Brent postcode, which can include both locally based businesses and national organisations with a presence in the borough.
- 3.2.20. To date, 149 affordable homes have been delivered by external providers, including Section 106 arrangements. These comprise a mix of tenures: 41 units for affordable rent, 45 units for discount market rent, and 63 shared ownership units. All were delivered at Wembley Park by the Pinnacle Group.
- 3.2.21. Across the identified sites, a total of 303 homes are available under London Affordable Rent (LAR) tenure, year to date. At Fulton Road HA9, the Arlington Building (Block D) provides 118 homes, comprising 53 one-bedroom, 29 two-bedroom, and 36 three-bedroom units, while the Queensbrook Building (Block E) offers 176 homes, split into 35 one-bedroom, 85 two-bedroom, and 56 three-bedroom units. Additionally, Aneurin Bevan Court at 55 Coles Green Road, NW2 6EE contributes 9 homes, including 3 one-bedroom and 6 two-bedroom properties, further supporting affordable housing provision in the borough.
- 3.2.22. Since April 2025, Food Hub referrals at Community Hubs have shown a downward trend, falling from 177 in April and 173 in May to 143 in June and 147 in July, before dropping further to 91 in August and slightly rising to 118 in September. Overall, this pattern suggests a general decline in demand for Food Hubs as a presented need since spring, although the small increase in September may indicate emerging variability that warrants continued monitoring.
- 3.2.23. In Quarter 2, we received 265 applications for the Digital Inclusion Package, bringing the year-to-date total to 593. This represents a slight increase in demand, which we continue to manage by providing laptops, tablets, Wi-Fi

hotspots, and broadband support. However, challenges remain in coordinating with external stakeholders and ensuring timely delivery of stock, which continues to impact our ability to meet expectations. We are working within the agreed service level agreements (SLAs) to set realistic timelines and maintain service quality.

Cleaner, Greener Future

Red KPIs

3.2.24. No Red KPIs

Amber, Green and Contextual KPIs

- 3.2.25. In Q2, 97% of residential fly-tips were cleared by the contractor within 48 hours, exceeding the 95% target and earning a green rating. This performance remains above the agreed contractual standard. However, separate collection of POPs continues to have a minor adverse impact on the SLA, though currently minimal.
- 3.2.26. A total of 861 formal enforcement actions for fly-tipping were undertaken slightly below the previous quarter at 904. Enforcement activity remained steady and is consistent with seasonal averages.
- 3.2.27. 34 new Electric Vehicle fast chargers have been installed across the borough, resulting in green rating against the target of 29. Three planned sites were dropped due to feasibility issues.
- 3.2.28. 153 bike hangers have been installed, significantly exceeding the target of 82 and resulting in a green rating. Consultation is underway for a further 17 installations, supporting the Council's sustainable transport ambitions.
- 3.2.29. The proportion of borough schools with a School Street scheme reached 44%, above the 39% target. The Council is working with 79 schools in partnership with Transport for London, with two additional school streets schemes scheduled to be operational in October and November.
- 3.2.30. 100% of reported and inspected Category 2 defects were repaired on time, exceeding the 98% target. All works were attended to within the 7-day and 28-day contractual timelines, reflecting strong service performance.
- 3.2.31. Annual percentage carbon emissions reduction from the Council's own estate and operations made a 71.9% reduction against the 2010–11 baseline, exceeding the 71.7% target. This CO₂ emissions report covers the Council's corporate estate and operations only, which represent a small share of total borough emissions. Despite significant electricity savings in 2024/25, particularly at the Civic Centre, overall CO₂ reductions were limited because UK Green House Gasses conversion factors worsened due to the energy crisis and a cold winter increased gas usage for heating. These factors were outside the Council's control. From 2025/26, conversion factors are expected to improve

significantly, and combined with targeted energy reduction measures, substantial CO₂ savings are forecast next year.

- 3.2.32. So far this year, 175 community projects have received Together Towards Zero funding. Round four of the grant scheme is ongoing, with eight successful applications funded in this round (95 in total since the scheme launched in 2022). Applications remain open, and we will continue promoting the scheme until the current round's budget is fully allocated, with 36% of the annual budget still available. Brent's recycling rate for the quarter was 32%, exceeding the 30% target and earning a green rating. However, the rate has decreased compared to Q1, mainly due to a high level of downgraded waste in September, with contamination significantly above normal levels. This rate remains below the West London benchmark of 43.5%.
- 3.2.33 The average kilograms of residual waste collected per household was 110% of the target, exceeding the 104.9% threshold and higher than the previous quarter, resulting in an Amber rating. Most annual fees were due in September, no new applications were received, and all fees are annual. Brent's performance nearly matched the West London benchmark of 109.82.
- 3.3.34 A total of 3,471 fly-tipping incidents were investigated, exceeding the target of 3,000 and earning a green rating. The increase is due to more patrols and close collaboration with Veolia.
- 3.3.35 The proportion of sites failing street cleansing standards for litter was 3%, significantly better than the 9% threshold. Weekly inspections by Neighborhood Managers, undertaken in partnership with the contractor, confirm that street cleansing standards remain at an acceptable level.
- 3.3.36 A total of 2,641 Council housing stock (domestic) units have been retrofitted with at least one energy efficiency measure since 2019. This figure includes totals calculated towards LED lighting replacement, cavity wall insulations, external wall insulation, skylight replacement, double glazing, loft insulation, hot water (point of use heaters, solar PV etc.)

Thriving Communities

Red KPIs

- 3.3.37 In Q2, 81 hours were contributed toward supporting events within the community, up from 55 in Q1, but below the target of 130 and resulting in the KPI being rated Red. The Council continues to secure social value commitments through its procurement processes to support the delivery of better outcomes for the community, including training and events.

Green and Contextual KPIs

- 3.3.38 A total of 443,693 books were issued, including Home Library/Outreach Service and e-downloads, exceeding the target of 170,391 and resulting in the KPI being rated green. The e-Library saw strong performance this month, with e-

downloads exceeding target by an impressive 12.1%. While Harlesden, Willesden Green, Wembley, Kingsbury, and Ealing Road experienced slight shortfalls, these insights provide valuable opportunities for targeted support and growth.

- 3.3.39 Library visits reached 608,901, meeting the target and earning a green rating. Harlesden Library exceeded its goal with a 6.5% uplift, while Ealing Road, Kingsbury, Harlesden, and Willesden Green were slightly below target but remained close. Wembley Library missed its target by 16.8%, likely due to major stadium events in September impacting visitor numbers.
- 3.3.40 In Q2, the Community Engagement and Social Infrastructure (CESI) team attended 47 community engagement events across the borough, bringing the year-to-date total to 121. This includes monitoring visits for community grants, Brent-led forums, and other community meetings.
- 3.3.41 In the first round of the *Love Where You Live* grant scheme, delivered in partnership with the Wembley Stadium Foundation, £93,155 was awarded across 33 grants. We received 143 applications with a combined value of approximately £830k, with the most popular project themes including building stronger, more connected communities, tackling social isolation, breaking down inequalities, and supporting physical activity to reduce health inequalities. Of the 33 grants awarded, 18 went to residents and 15 to organisations, funding projects ranging from health and wellbeing initiatives to physical refurbishment of premises. Individual grant awards ranged from £900 to £15,000.
- 3.3.42 The Resident Support Fund has approved 2,481 applications to date, providing vital financial assistance to residents in need. This quarter benefited from efforts to tackle the backlog that began in April 2025, when over 1,700 applications were pending. By September, the backlog was reduced to around 600, allowing more timely approvals. While clearing all applications remains a challenge, the Welfare Team continues to work steadily toward this goal within available resources.
- 3.3.43 The Brent Connects forums are held seasonally, and no meetings took place during the last quarter. The autumn round began in October 2025, so attendance figures will be reported in Q3.

The Best Start in Life

Red KPIs

- 3.3.44 In Q2, 16 young people participated in Care Leavers Hub activities, with 11 attending the Hub in July and 5 joining a housing session in September, the latter although important was not as appealing to young people as other activities in the Hub. This falls below the target of 35 and is rated red. The absence of a session in August, combined with the type of events held, contributed to the lower attendance this quarter.

- 3.3.45 The percentage of Looked After Children (LAC) in education, employment, or training (EET) for Year 12 and 13 rose to 75% in Q2, up from 69% in Q1. While this shows improvement and is close to last year's Q2 figure of 76%, it remains below the ambitious target of 80%, resulting in a red rating.
- 3.3.46 The percentage of children on a second or subsequent Child Protection (CP) plan increased slightly to 14%, above the 12% target but still below statistical neighbour and national averages. An audit of all cases will be completed this year to identify themes and inform actions to address repeat plans.

Amber, Green and Contextual KPIs

- 3.3.47 In Q2, 35 young people participated in Brent Care Journeys 2.0 activities, meeting the target and marking the highest engagement so far. Highlights included Care Leavers contributing to strategic activities in July, a summer fun day with over 60 attendees and residential trips in August. In September, an IKEA care crates co-design day involving 12 Care Leavers, plus three co-design sessions attended by eight Care Leavers. Across all events, there were 20 individual Care Leavers and 15 young people aged 11–17.
- 3.3.48 The percentage of care leavers aged 19–21 in education, employment, or training (EET) reached 59% in Q2, up 4 percentage points from Q1 and exceeding the target of 57%, resulting in a green rating. This KPI can fluctuate between quarters due to the relatively small cohort size.
- 3.3.49 In Q2, 46 young people participated in Brent Youth Parliament activities, exceeding the target of 30 and earning a green rating. Attendance included 26 young people in July and 20 in September, with no meeting held in August. In addition to these sessions, young people were active in a range of other Brent, London, and national events throughout the quarter.
- 3.3.50 In Q2, 43% of permanent exclusions of male pupils in Brent schools were from Black African, Caribbean, or Somali communities. This outperforms the 50% target but reflects the small cohort size, which means the KPI can fluctuate significantly between quarters and affect the RAG rating.
- 3.3.51 In Q2, Care Quality Ambassadors, Brent Care Experienced Young People, completed two quality assurance visits, bringing the total this year to 11, just one short of the target. The lower activity this quarter was due to the Commissioning Resource Team prioritising placement searches over quality assurance work. This will be a key focus area for Q3.
- 3.3.52 Family Wellbeing Centres (FWCs) continue to demonstrate strong reach, with 7,607 registered service users having contact in Q2, compared to 7,462 in the same quarter last year. This brings the year-to-date total to 15,702, significantly above the year-to-date target of 5,384.

A Healthier Brent

Red KPIs

3.3.53 The percentage of Care Act assessments completed within 28 days of referral remains at 38.5%, against an ambitious target of 80%, though progress from Q1 has continued. A new Mosaic workflow went live on 1 October 2025 to streamline assessment steps and focus on Care Act compliance. Historical cases from the waiting list are still being processed, so improvements may take time. Q3 data will provide an early indication of the impact of the workflow redesign.

Green and Contextual KPIs

3.3.54 In Q2, 97.2% of new birth visits were completed within 14 days, exceeding the contractual target of 95%. Visits within 30 days also performed strongly at 99.5% against a 98% target. Year-to-date figures show a similar trend, with 14-day visits at 96.4% and 30-day visits at 99.1%.

3.3.55 The latest rolling 12-month data (July to June) shows 1,409 adults in structured drug and alcohol treatment, above the Q2 target of 1,405 and progressing toward the year-end target of 1,425. Official Q2 data is delayed due to the annual NDTMS data cleaning pause in July, but performance remains strong.

3.3.56 In Q2, 212 community events were held, including Public Health and Brent Health Matters (BHM) health promotion and wellbeing activities. This brings the year-to-date total to 454, well ahead of the half-year target of 350 and above last year's benchmark of 442, despite lower activity in August due to summer holidays.

3.3.57 The BHM programme engaged with 531 organisations in Q2, exceeding the target of 500 but below last year's benchmark of 879. Engagement quality has improved, with many organisations moving from the informing stage to co-creating and empowering, which aligns with programme objectives.

3.3.58 In Q2, 1,348 health checks were completed at outreach events, bringing the year-to-date total to 2,490, well above the target of 2,000 and last year's benchmark of 2,448. Checks included BMI, blood pressure, heart rate, and diabetes risk scores, with strong engagement from communities less likely to access health services. The Baakavor factory event in Harlesden recorded the highest number of checks this quarter.

3.3.59 Reablement sequel to service achieved 78.6% in Q2, above the target of 75% and last year's benchmark of 76.1%, reflecting continued strong performance in supporting individuals post-service.

3.3.60 Admissions of older adults to residential and nursing care homes per 100,000 population in Q2 stand at 88.9%, bringing the year-to-date figure to 132—well below last year's benchmark of 228. This reflects continued progress in offering appropriate alternatives to residential and nursing care.

3.3.61 Admissions of younger adults to residential and nursing care homes remain very low at 1.3 per 100,000 population in Q2, bringing the year-to-date figure to

5—consistent with last year’s benchmark of 5. This reflects continued success in prioritising alternative placements such as supported living.

4 Stakeholder and ward member consultation and engagement

- 4.1 KPIs for the Borough Plan 2023-27 were developed in consultation with directorate performance leads and approved by CMT.
- 4.2 Balanced scorecard measures have been developed in consultation with Lead Members, CMT and nominated service leads.

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 diversity implications. The Learning, growth and culture ‘perspective’ of the Balanced Scorecard is designed to increase visibility of some existing EDI measures in relation to Brent staff.

8.0 Climate Change and Environmental Considerations

- 8.1 Indicators that support delivery of the Brent Climate Emergency Strategy are included in the ‘Cleaner, Greener Future’ section of this report and in the first iteration of the Corporate Balanced scorecard.

9.0 Human Resources/Property Considerations (if appropriate)

- 9.1 There are none.

10.0 Communication Considerations

- 10.1 There are none.

Related document(s) for reference:

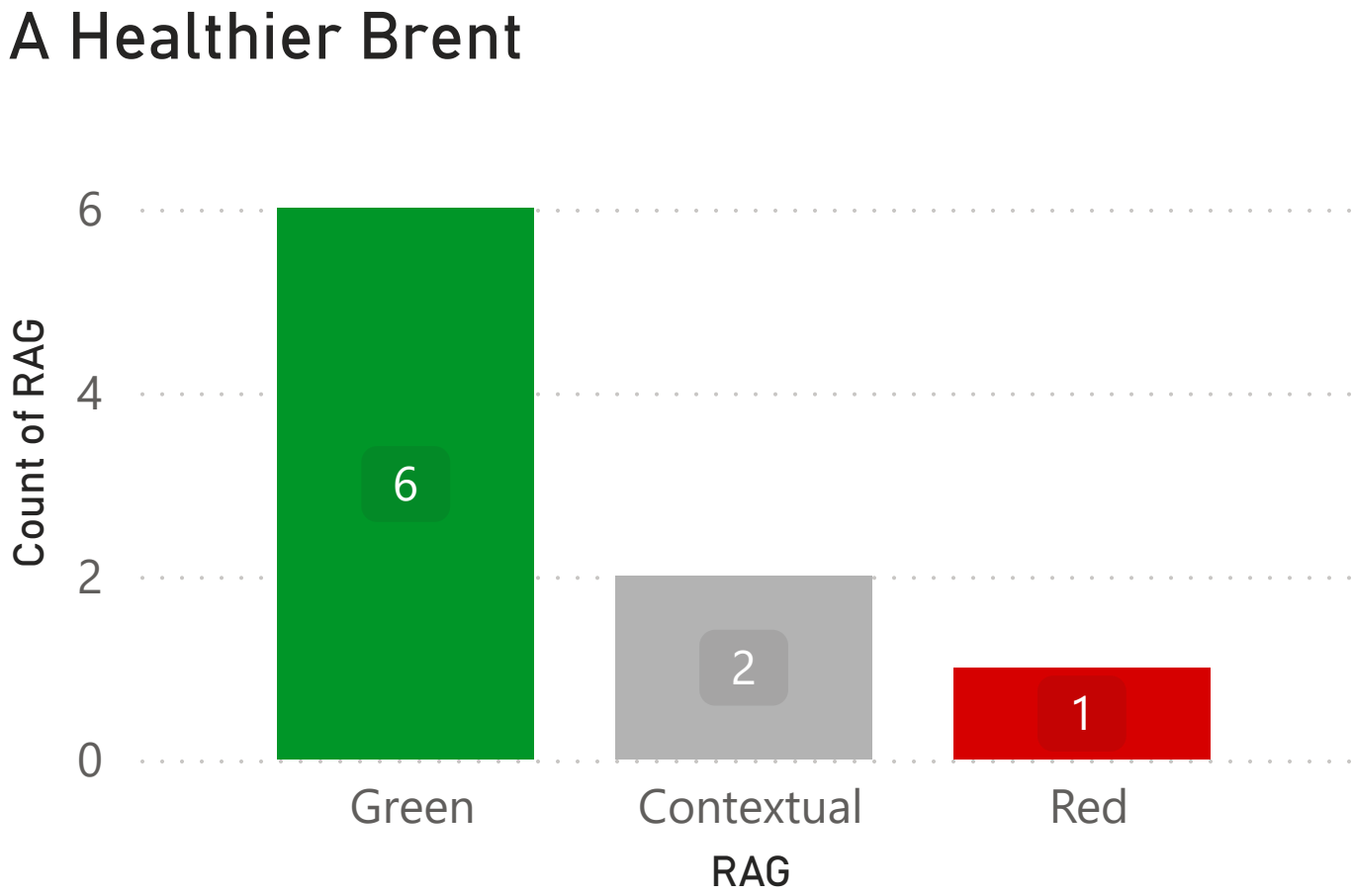
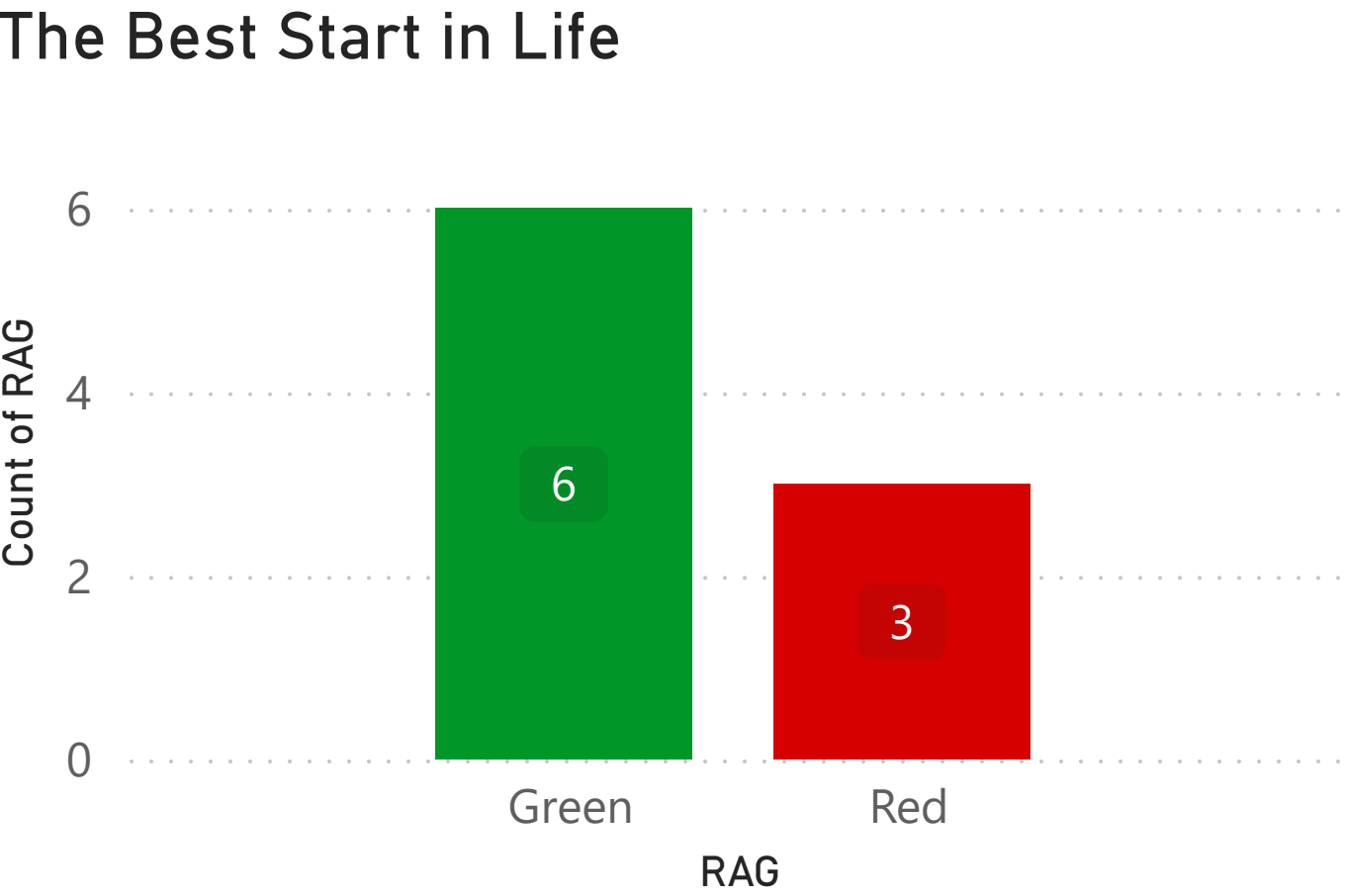
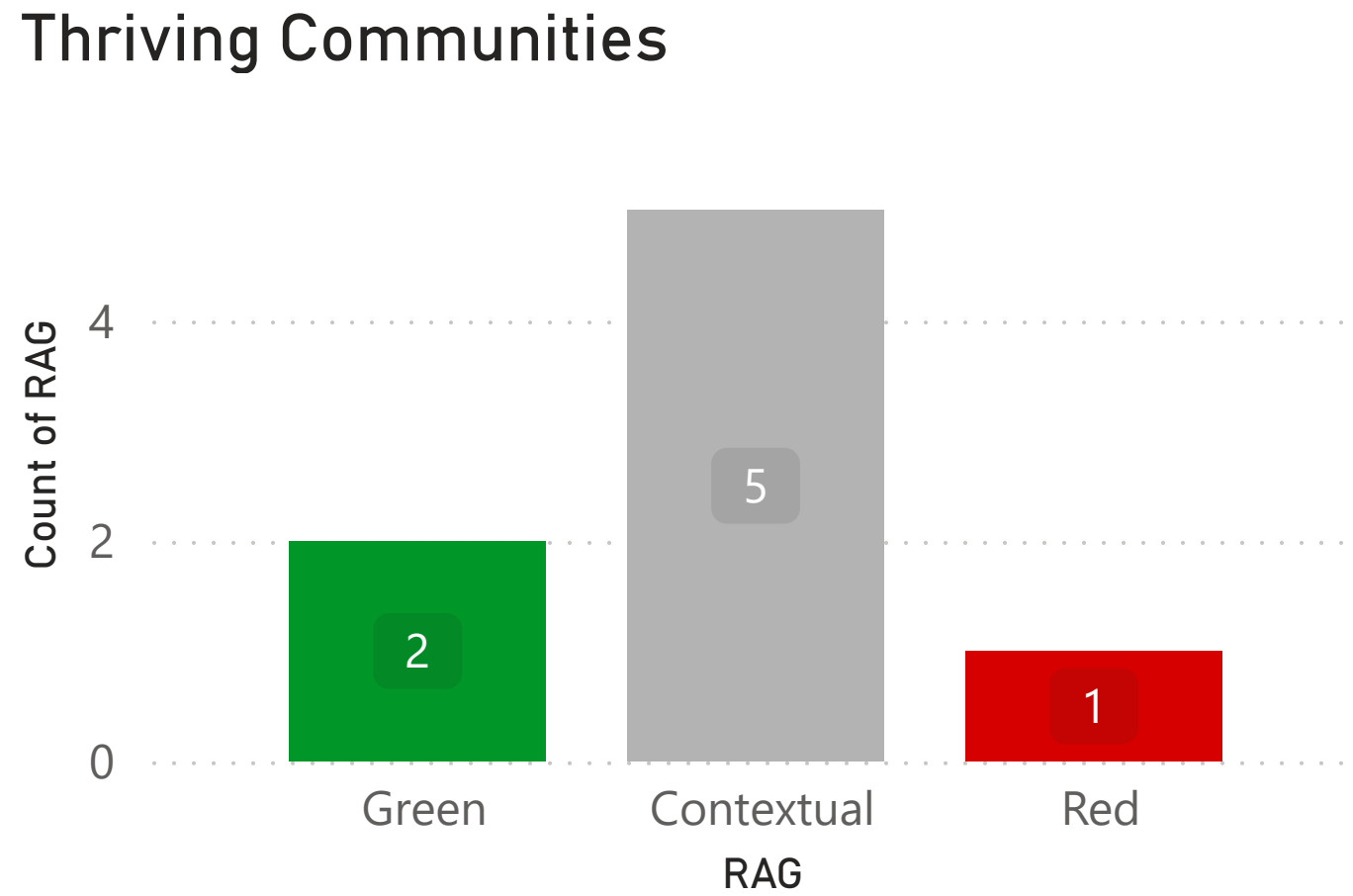
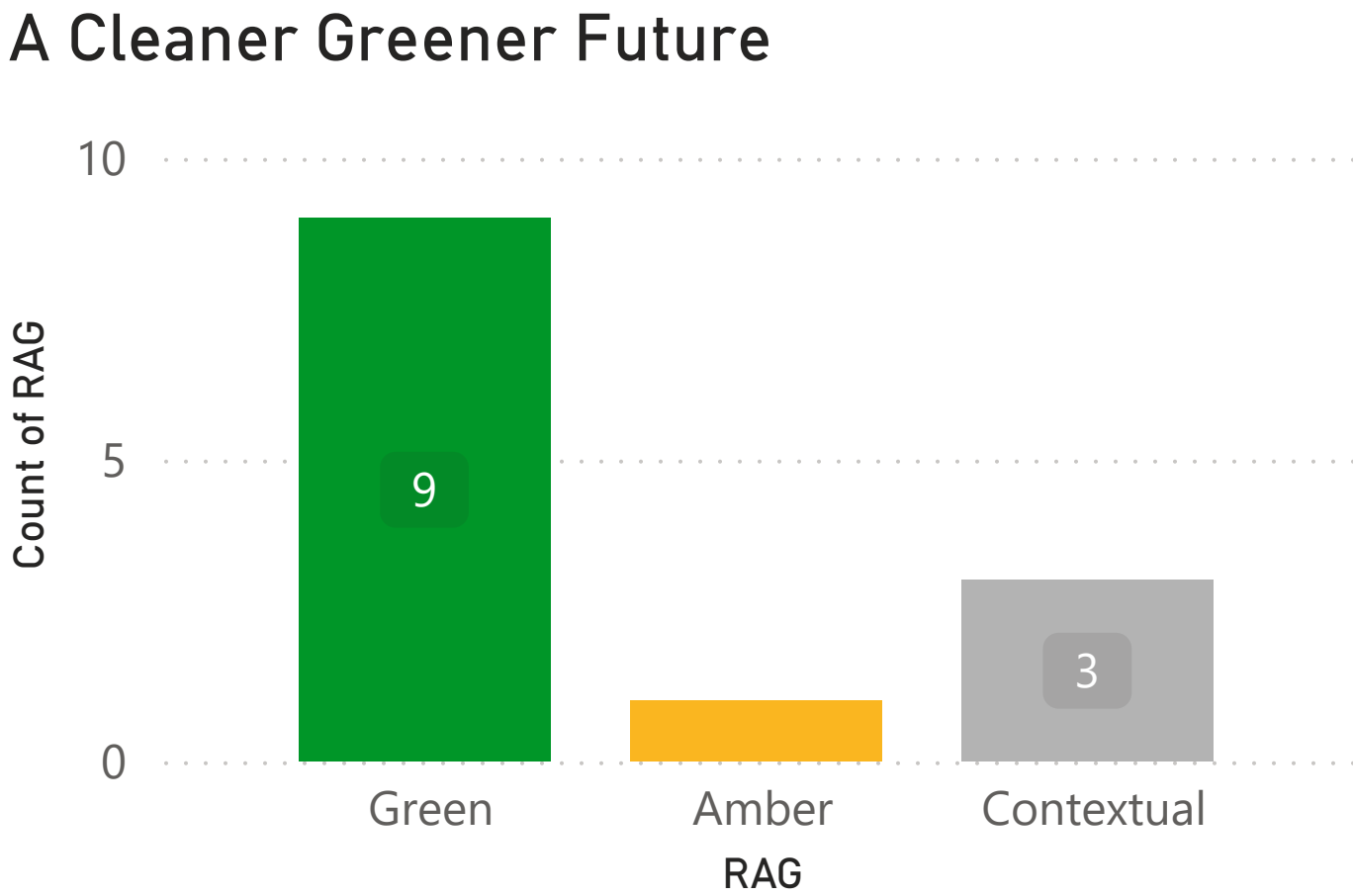
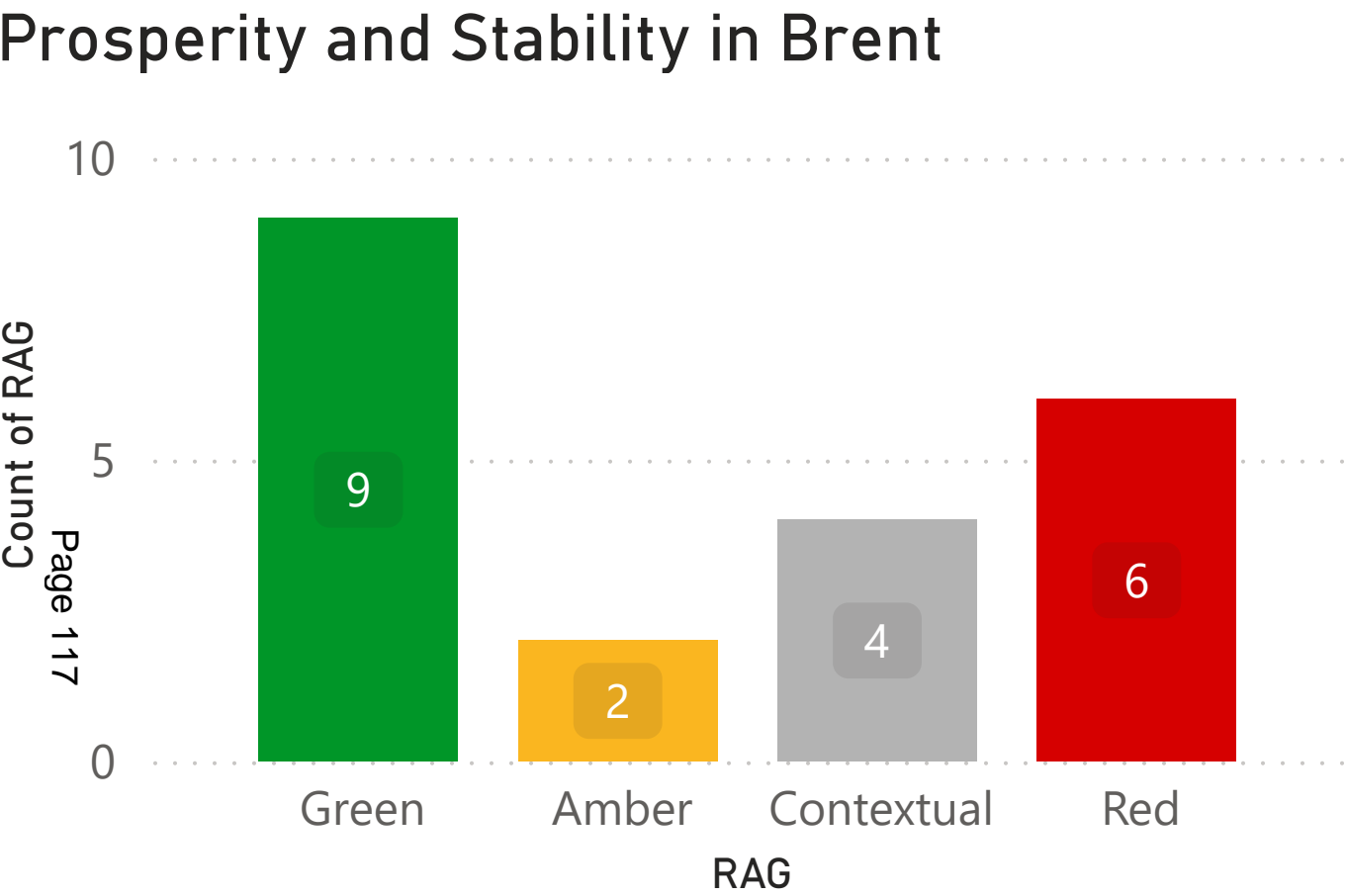
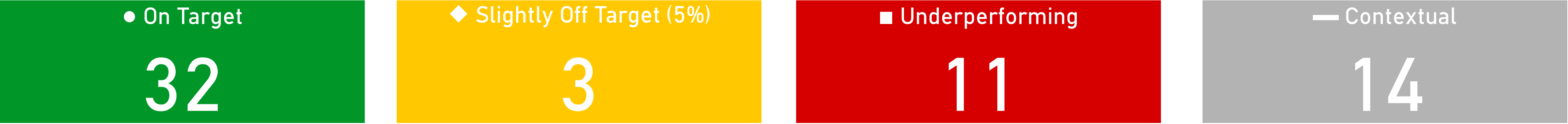
[Cabinet 13 Oct 25 - Corporate Performance Update & Q1 Reporting](#)

Report sign off:

Rachel Crossley

Corporate Director Service Reform & Strategy

Borough Plan Performance Dashboard - September 2025



Key for Performance Rating
Unless otherwise defined, performance information is assessed using the following tolerances to give a RAG rating:

- **Green** – At target or exceeding target
- ◆ **Amber** – 0.01% - 5% outside target
- **Red** – Greater than 5% outside target,
- **Contextual** – No target set

— Performance
- - - Target

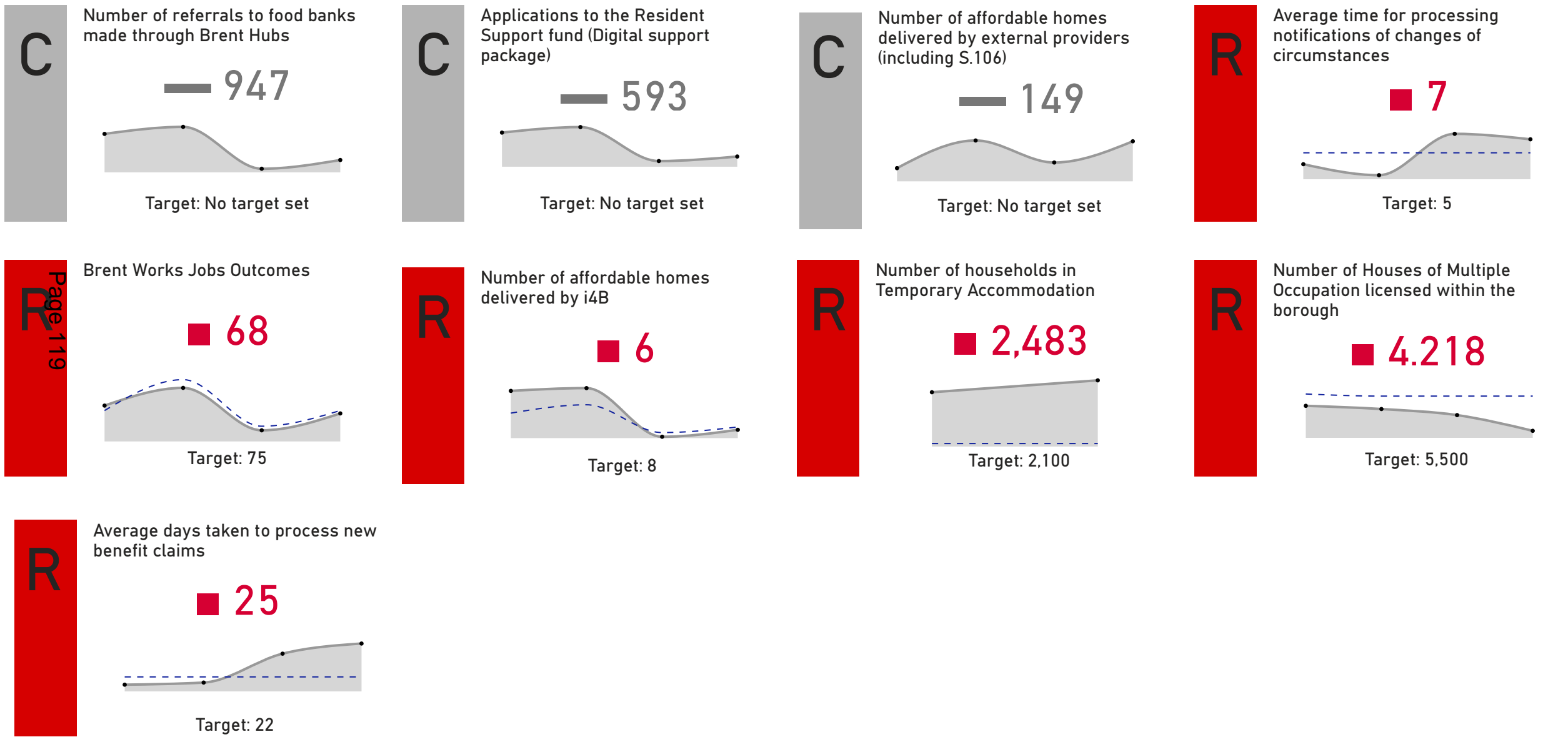
Borough Plan Performance Dashboard - September 2025

Prosperity and Stability in Brent



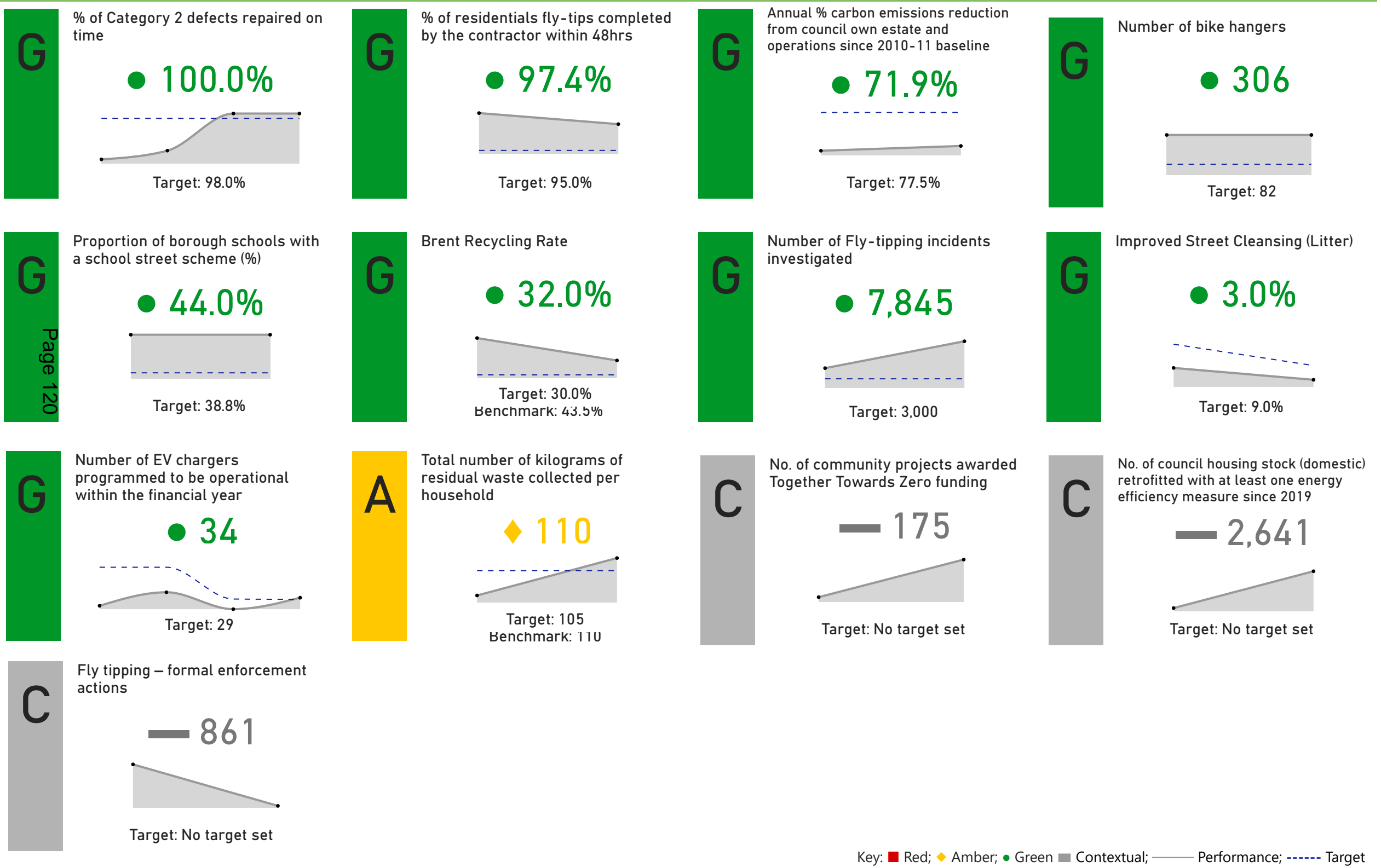
Borough Plan Performance Dashboard - September 2025

Prosperity and Stability in Brent



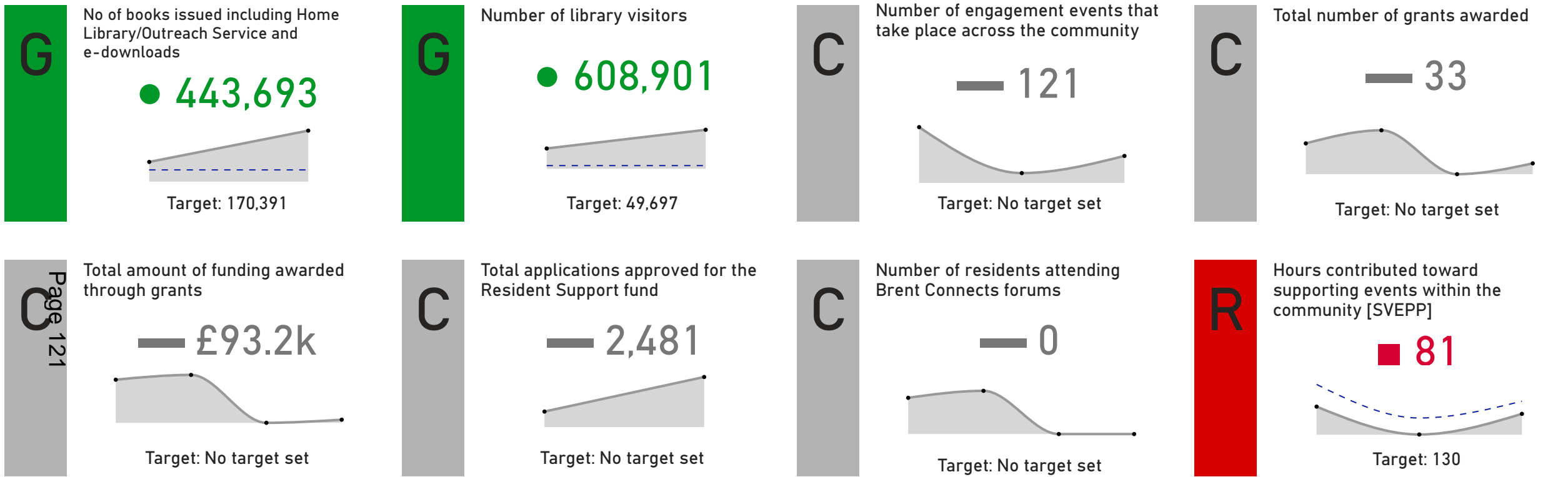
Borough Plan Performance Dashboard - September 2025

A Cleaner Greener Future



Borough Plan Performance Dashboard - September 2025

Thriving Communities



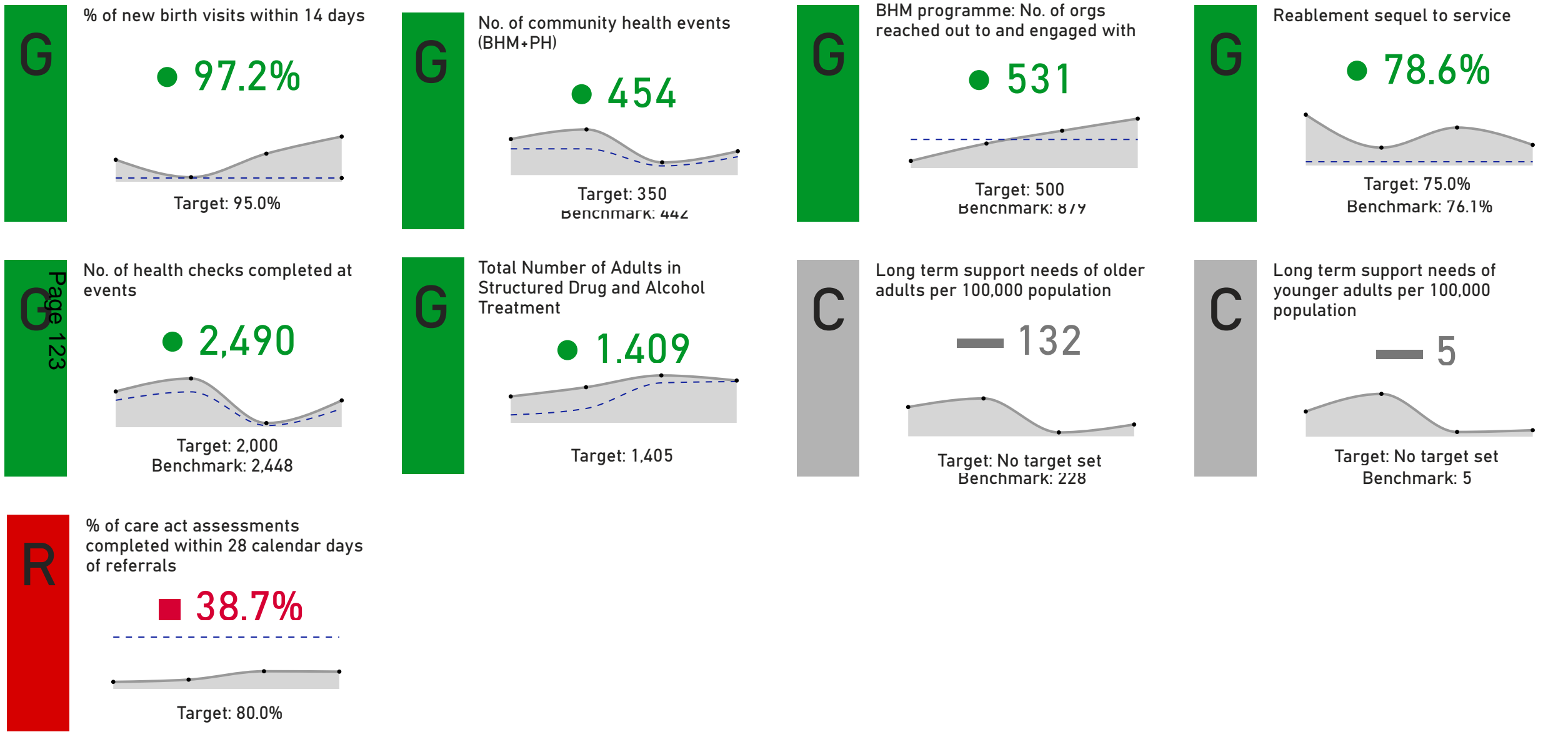
Borough Plan Performance Dashboard - September 2025

The Best Start in Life




Borough Plan Performance Dashboard - September 2025

A Healthier Brent



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	Cabinet 8 December 2025
	Report from the Interim Director of Public Health.
	Lead Member – Cabinet Member for Adult Social Care, Public Health, and Leisure (Councillor Neil Nerva)
Procurement of Integrated Treatment Recovery Wellbeing & Substance Misuse Service	
Wards Affected:	All
Key or Non-Key Decision:	Key
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:	None
Background Papers:	None
Contact Officer(s): <small>(Name, Title, Contact Details)</small>	Andy Brown, Head of Substance Misuse, 0208 937 6342 andy.brown@brent.gov.uk

1.0 Executive Summary

- 1.1 This report concerns the delivery of the Integrated Treatment Recovery Wellbeing and Substance Misuse Service. Drug and Alcohol Services save lives by helping to prevent drug and alcohol related deaths, they also help to protect vulnerable people, reduce inequalities, and reduce crime and disorder. The report outlines the current position about delivery of services and sets out proposals for the re-procurement of a contract for the Integrated Treatment Recovery Wellbeing and Substance Misuse Service using the Provider Selection Regime.

2.0 Recommendation(s)

Cabinet is asked:

- 2.1 To note that the Brent Integrated Treatment Recovery Wellbeing and Substance Misuse Service is currently provided to the Council by VIA Community Ltd.
- 2.2 To approve the direct award under the Provider Selection Regime of the Integrated Treatment Recovery Wellbeing and Substance Misuse Service to VIA Community Ltd for a period of three years.

3.0 Detail

3.1 Cabinet Member foreword

- 3.1.1 The contract for the Integrated Treatment Recovery Wellbeing and Substance Misuse Service detailed in this report supports the Brent Borough Plan 2023 – 2027 priorities of ‘Thriving Communities’, ‘A Healthier Brent’ and ‘Prosperity and Stability in Brent’. This Service also closely aligns with the Health and Wellbeing Strategy 2022 – 2027 ‘Healthy Lives’ priority. An example of which can be seen in the approach undertaken by VIA in increasing the numbers of residents into structured treatment through their dedicated Outreach Team.
- 3.1.2 The Integrated Treatment Recovery Wellbeing and Substance Misuse Service is provided by Via Community Ltd (formerly WDP - Westminster Drugs Project). The services deliver against the key priorities outlined in 2021 National Drug Strategy: *From Harm to Hope* and this includes clinical prescribing (including relapse prevention), Treatment and Recovery Services, Care planned counselling service and recovery day programme, Outreach and engagement, Criminal Justice Interventions and Young Persons Early Intervention and Prevention Services.
- 3.1.3 There is evidence that being in treatment has marked impacts on the wider health and social care economy, as well as on levels of offending. There continues to be a recognition that evidence-based drug and alcohol services support improvements in health, reduce drug and alcohol related deaths, reductions in blood borne viruses, improve relationships and reduced wider social harms. Substance misuse services in Brent have always been required to demonstrate to Public Health commissioning leads how they contribute to these wider societal agendas.
- 3.1.4 There is an extensive Treatment and Recovery offer available to Brent residents which is tailored according to individual health and social care needs in which all those who access the service have an individual care plan and a clinical assessment which will also include advice about health and wellbeing, regular one to one key working sessions, support groups weekend services as well as a range of education, training and employment programmes and opportunities for volunteering.
- 3.1.5 Increasing the numbers of Opiate and Crack user’s (OCU’s) in Structured Treatment and Recovery Services is a key policy priority for central government in its approach to reducing the wider harm to the community caused by drug (and alcohol related) crime and related anti-social behaviour. Increasing the number of OCU’s into the local structured treatment and recovery system will directly influence the level of funding for drug and alcohol services received by Brent through the Public Health Grant.
- 3.1.6 Via Community Ltd have continued to provide services outlined in the original contract and submissions to National Drug Treatment Monitoring System (NDTMS) through 24/25 and 25/26. They have continued to improve

performance on key areas outlined in the 2021 National Drug Strategy: From Harm to Hope such as increasing the numbers in Structured Treatment and increasing the number of opiate and crack users into the local treatment and recovery system.

3.2 Background

3.2.1 Brent Council entered a contract to provide substance misuse services under the Integrated Treatment Recovery Wellbeing and Substance Misuse Service (the "Contract") with Westminster Drugs Project (now rebranded and renamed as VIA Community Ltd ("Via") from 14.11.2024 for 2 years with the current contract due to expire on 31.03.26.

3.2.2 In addition to the core funding for Integrated Treatment and Recovery Services, from 01.04.25 the Council received an additional grant called the Drug and Alcohol Treatment and Recovery Improvement Grant (DATRIG). This has an annual value of £1,396,929. Although a proportion of this funding is given to VIA it is not included in this direct award as this grant is in addition to the Core funding and the process for this spend is managed through the Head of Substance Misuse and the Brent Drug and Alcohol Partnership. What is included in this direct award however is a slight increase in the contract value of £3,894,000 which is to incorporate smoking cessation and the prescribing of Buprenorphine (which is a long-acting substitute for opioids).

From 01.04.26 the DATRIG funding will be assimilated into the Public Health Grant, but the three-year allocation has yet to be confirmed.

3.2.3 The new arrangements for the spend on Drug and Alcohol treatment and recovery services within the Public Health Grant are currently being developed by the Office for Health Improvement and Disparity (OHID). Clarification is expected in early to mid-November 2025.

3.2.4 The Contract with Via is managed directly by Public Health who are supported by B3 (the service user council whose members have completed or are in the process of completing their treatment and recovery journey through Via New Beginnings). Performance and agency activity is recorded through the monthly reports produced by the Via service lead which at monthly contract meetings. B3 are the service user council for Brent run entirely by and for residents who have been engaged or currently engaged with structured drug and alcohol treatment services in Brent. This relationship is quite unique B3 run a weekend service at Cobbold Road Treatment and Recovery Centre which means residents can access support and advice seven days a week backed by a 24/7 helpline.

3.2.5 The direct award is the recommended on the basis the service is performing well, supports a number of the Borough's our most vulnerable residents and has excellent partnerships and networks.

- Current performance on National Drug Treatment Monitoring System (NDTMS) highlighted that on 01.06.25 the service surpassed the 2024/25

national target with 1426 residents engaged in structured treatment representing a 10% growth ahead of the target.

- VIA employs a number of residents in the Brent service; it also provides a range of volunteering opportunities and peer training to enable residents and those in recovery including B3 members to secure permanent employment in the drug and alcohol field.
- The 25/26 Borough Plan highlights an aspirational target of 1500 residents engaged in structured treatment and recovery programmes, but the national drive is to increase the number of OCU's into the local treatment and recovery system – the baseline of which is being currently developed.

3.2.6 There are currently no waiting times for residents needing access to the service and retention rates remain comparable to national and regional performance for opiate and crack users, alcohol, and non-opiate users. In March this year, the agency reported the six month micro-elimination of Hepatitis C in the local treatment population, (one of six boroughs nationally to report on this area at the start of the 24/25 year) and more recently the agency has announced that the twelve 12 month figure has also been met.

3.2.7 The current Contract arrangement formally expires on 31.03.2026, and officers consider the most appropriate approach to re-procurement would be through the Provider Selection scheme.

3.3 Provider Selection Regime

3.3.1 The Health and Care Act 2022 fundamentally changed the health and social care landscape. The previous commissioning / provider relationships and competitive procurement have been replaced by new duties of collaboration and the creation of Integrated Care Boards (ICBs) which bring together NHS commissioners and providers in sub-regional groupings. The Health and Care Act 2022 also introduce the Provider Selection Regime (PSR) as a means of procuring health care services.

3.3.2 The PSR governs the procurement of health care services in England by bodies including NHS England, ICBs, NHS Trusts and local authorities. The Integrated Treatment Recovery Wellbeing and Substance Misuse Service is therefore in scope. The PSR removes the requirement to competitively tender and provides an alternative framework to allow collaboration.

3.3.3 The Council Constitution allows for the procurement of contracts using the PSR if advice is sought from the Director of Law and the Head of Procurement. Advice has been sought, and both the Director of Law and the Head of Procurement have confirmed that procurement of the Contract under the PSR is appropriate.

3.4 Options

3.4.1 Officers in Public Health have been in discussion with colleagues in Procurement and Legal and it is considered that there are two main options under the PSR for the procurement of the Integrated Treatment Recovery Wellbeing and Substance Misuse Service, namely:

- Option 1: Open Procurement. Competitive procurement remains an option for health services under the PSR.
- Option 2: To award the contract to the current provider under the PSR. The current provider, Via, is an integral part of the local health and care system priorities and embedded in local partnerships.

3.4.2 Having considered the options; Officer recommend Option 2. Officers therefore recommend a direct award of the Contract for a term from 31st March 2026 to 31st March 2029 to Via under the new PSR Direct Award Route C.

3.4.3 A direct award on a 3-year basis will reflect the funding allocation for drug and alcohol services through the forthcoming Public Health Grant allocations. Because of the uncertainty of funding beyond 28/29 the proposal to direct award on a 3-year will allow Public Health to redesign the service with key stakeholders, service users and those in recovery residents should there a reduction in funding.

3.5 Pre procurement Considerations

3.5.1 The pre-tender considerations relevant to the Contract are as follows.

Ref.	Requirement	Response
(i)	Description of the relevant health care services to which the contract relates, including the most relevant CPV (Common Procurement Vocabulary) code(s) – PSR Schedule 1	As set out above. 85312500-4 Rehabilitation services, but only as far as such services are provided to individuals to tackle substance misuse or for the rehabilitation of the mental or physical health of individuals
(ii)	Are you also procuring other goods or services along with the relevant health services as described above (mixed procurement)?	No
(iii)	The value	£12,641,731
(iv)	The Contract term	3 Years
(v)	Are you required to use the direct	No

Ref.	Requirement	Response	
	award processes: A (one capable supplier) or B (patient choice) under the PSR?		
(vi)	Did you consider the Most Suitable Provider or Competitive Processes? Why neither of those processes have been recommended for this procurement?	No - Council officers are of the view the existing contractor is satisfying the existing contract and will satisfy the proposed contract to a sufficient standard.	
(vii)	Are the proposed contract arrangements changing considerably from the existing contract?	No, the increased investment reflects increased prescribing costs to include buvidal prescribing and smoking cessation.	
(viii)	Is the existing provider satisfying the existing contract to a sufficient standard and is likely to be able to satisfy the new contract to a sufficient standard?	<p>Officers are satisfied that the existing provider is meeting the current contractual arrangement.</p> <p>Officers believes the existing provider will continue to meet the requirements of the new contract and therefore did not seek a competitive process.</p>	
(Ix)	The procurement timetable.	Stage in Procurement	Indicative dates
		Publication of notice of intention to make an award to existing provider	08/12/2025
		Standstill period of at least 8 working days	09/-12/2025 - 18/12/2025
		Publish confirmation of decision notice	19/12/2025
		Contract start date	01/04/2026
(x)	The evaluation criteria and process.	<p>Key criteria as follows:</p> <p>Quality and innovation 15%</p> <ul style="list-style-type: none"> The provider will be able to satisfy the new contract to a sufficient standard. The provider exceeded the targets for Numbers in Structured Treatment and Opiate completions Targets set out in the 23/24 as set out in the Borough Plan. The service continues to record no waiting times for the service and retention rates are well above the 	

Ref.	Requirement	Response
		<p>national average for opiates, alcohol and non-opiates and alcohol and local performance is highlighted through the National Drug Treatment Drug Monitoring service (NDTMS).</p> <ul style="list-style-type: none"> • The provider is collaborating with the commissioner on a range of projects that aims to make improvements to the treatment and recovery pathway and key areas of partnership working. • The Provider has been highly responsive on outreach provision and directing their resources to collaborate with police and community safety colleagues to respond to local community-based issues and resident concerns. <p>Value 25%</p> <ul style="list-style-type: none"> • The provider will be able to satisfy the new contract to a sufficient standard. • The provider has signed up a range of additional requirements that contribute and add to the local delivery of the National Drug Strategy. This has included attracting additional funding for Fibroscan machine that detect liver damage and enables service users to be steered into treatment at earlier opportunity. <p>Integration, collaboration, and service sustainability 25%</p> <ul style="list-style-type: none"> • The provider will be able to satisfy the new contract to a sufficient standard. • The provider supports good collaborative working which has resulted in supporting the work with B3 service users' group and developing effective working with the Police, Probation, and the Prison service. This has resulted in new partnerships being developed across the borough such as Kilburn Stonebridge and Harlesden as well as Wembley. <p>Improving access, reducing health inequalities, and facilitating choice 15%</p> <ul style="list-style-type: none"> • The provider will be able to satisfy the new contract to a sufficient standard. • The provider outlines new ways for the service to deliver support including online, and in group settings. • The provider has been happy to re-align services for young people and women. <p>Social value 20%</p> <ul style="list-style-type: none"> • The provider will be able to satisfy the new contract to a sufficient standard. • Provider agreed to reprofile rough sleeper funding utilising money saved due to staff vacancies to provide more practical help for rough sleepers during

Ref.	Requirement	Response
		the Severe Weather Engagement Protocol to include access to warm clothing and hot drinks.
(xi)	Information as to how any conflicts or potential conflicts of interest have been managed	No conflicts of interest were declared.
(xii)	Procurement Principles - briefly explain how this procurement has been made with a view to: ◦secure the needs of the people who use the services ◦improve the quality of the services, and ◦improve efficiency in the provision of the services And carried out transparently, fairly, and proportionately	<p>The service specification continues to develop new ways for the service to deliver support to identified groups who may face barriers to accessing the existing offer, for example, outreach with rough sleepers, those engaged in the criminal justice system and mental health services. There have been no objections to working in this way, and the provider has been happy to re-engineer services where possible within existing budgets.</p> <p>The Council have undertaken a thorough assessment of the provider's capabilities against the key criteria and have determined a competitive procurement exercise was not required because the provider is likely to satisfy the original contract and will satisfy the proposed contract to a sufficient standard.</p>
(xiii)	Any business risks associated with entering the contract.	No specific business risks are associated with entering the Contract.
(xiv)	The Council's Best Value duties.	It is considered that by adopting the procedure detailed in Section (iv) above, award will result in the Council achieving best value.
(xv)	Consideration of Public Services (Social Value) Act 2012	The outcome of the Contract is designed to benefit those living in Brent.
(xvi)	Any staffing implications, including TUPE and pensions.	There are no implications for Council staff arising from the procurement.
(xvii)	The relevant financial, legal, and other considerations.	Financial – See Financial Implications section below.
		Legal – See Legal Implications section below.
		Other – N/A
(xviii)	Sustainability	Given the nature and value of the Contract, it is not possible to include specific sustainability requirements.
(xix)	Key Performance Indicators / Outcomes	Appropriate Key Performance Indicators / Outcomes will be included in the Contract.

Ref.	Requirement	Response
(xx)	Policy requirements including the National Procurement Policy Statement; prompt payment; London Living Wage; modern slavery; and carbon reduction	The potential supplier will be required to provide Services in accordance with all relevant policy requirements, to include those detailed in the National Procurement Policy Statement, to comply with a 30 day payment requirement, to provide evidence of wage compliance, evidence due diligence in supply chain (including modern slavery) and provide report on carbon emission and sustainability initiatives during contract delivery. The Contract will require the payment of the London Living Wage.
(xxi)	Steps undertaken to remove or reduce barriers for SME participation in the procurement	Officers have considered whether any steps can be taken to remove or reduce barriers for SME participation in the procurement. It is considered that the procurement process recommended is appropriate for the Services required and upholds the principles of equal treatment, transparency, and non-discrimination.
(xxii)	Contract Management	A contract manager will be appointed, and appropriate contract management provisions will be included in the Contract.

4.0 Stakeholder and ward member consultation and engagement

- 4.1 Although we have not done a formal consultation with Members, given the intention to directly award to the incumbent provider under the PSR, however, we regularly engage with Members dealing with ward issues relating to drug and alcohol related concerns and enquiries, engagement with multi-agency walkabouts in hot spot areas and members also engage in a range of events that are jointly organised by Via and B3 such as Recovery in the Park, Black History Month and Recovery Champions.
- 4.2 B3 Service User Council have been consulted about the intention to issues a new contract on a three-year basis and for the service to continue to operate from Willesden Centre for Health and Care and Cobbold Road and they remain extremely supportive of the current service and delivery model.

5.0 Financial Considerations

- 5.1 The current baseline cost of the service for 2025/26 is £3,894,000, fully funded through the Public Health Grant. There is no impact on the Council's General Fund.
- 5.2 The new contract will commence on 1 April 2026. Financial projections for the three-year term (2026/27 to 2028/29) assume a 4% annual uplift to reflect health-sector inflation. This covers factors such as Agenda for Change pay growth, prescribing cost pressures, and wider NHS cost drivers, ensuring the contract remains aligned with the cost profile of substance misuse services.

- 5.3 Applying this uplift to the 2025/26 baseline results in an estimated total contract value of £12,641,731 over the three-year term. These costs are expected to remain within projected Public Health Grant allocations, and the uplift is not anticipated to create additional financial pressures.

Table 1: Estimated baseline contract values for the duration of the contract from 2026 to 2029.

Year	Contract Value (£)
2026/2027	£4,049,760
2027/2028	£4,211,750
2028/2029	£4,380,220
Contract Total	£12,641,731

- 5.4 The inflation assumption will be reviewed annually in line with confirmed Public Health Grant allocations, national NHS planning guidance and actual prescribing costs, and any material changes will be managed through existing Public Health governance.

6.0 Legal Considerations

- 6.1 As indicated in the body report, the Health and Care Act 2022 introduced a new procurement regime for health contracts from 1 January 2024, namely the PSR. Officers are therefore bound to procure health service under the PSR rather than under the Procurement Act 2023. Whilst the PSR allows for competitive procurement, for the reasons detailed in Section 3.4, Officers recommend direct award to the existing provider without competition as is permitted under the PSR by following direct award process C.
- 6.2 The Council's Contract Standing Order 86(f)(iv) states that subject to complying with the relevant parts of Procurement Legislation, tenders need not be invited for contracts for healthcare services procured in compliance with the PSR provided that advice is sought from the Director of Law and the Head of Procurement. Officers confirmed that they sought and obtained advice of both the Director of Law and the Head of Procurement at the commencement of this procurement process.
- 6.3 The award is subject to the Council's Contract Standing Orders ('CSO') and Financial Regulations in respect of High Value Contracts given that the procurement is valued at more than £5 million. Part 3 of the Council's Constitution state that contracts for services exceeding £5 million shall be referred to the Cabinet for approval of the award of the contract.

7.0 Equity, Diversity & Inclusion (EDI) Considerations

- 7.1 The public sector equality duty set out in Section 149 of the Equality Act 2010 requires the Council, when exercising its functions, to have due regard to the need to eliminate discrimination, harassment and victimisation and other conduct prohibited under the Act, and to advance equality of opportunity and foster good relations between those who share a protected characteristic and

those who do not share that protected characteristic. The protected characteristics are age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation.

- 7.2 The proposals in this report have been subject to a screening equality impact assessment and officers believe that there are no adverse equality implications. The contract covers a range of programmes and services that are undertaken by Via to improve the health and wellbeing of residents who need to engage in treatment and recovery programmes because of problematic drugs and alcohol misuse.

8.0 Climate Change and Environmental Considerations

- 8.1 The proposals in this report have been subject to screening and officers believe that there are no adverse impacts on the Council's environmental objectives and climate emergency strategy.

9.0 Human Resources/Property Considerations (if appropriate)

- 9.1 This service is currently provided by an external contractor and there are no implications for Council staff arising from the direct award to the incumbent provider.

10.0 Communication Considerations


- 10.1 Given that the recommended award of the Contract is to the incumbent provider, it is not considered that the award of the contract has any direct communication considerations.

Report sign off:

Rachel Crossley

Corporate Director Service Reform & Strategy

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	Cabinet 8 December 2025
	Report from the Corporate Director of Neighbourhoods and Regeneration
	Lead Member – Cabinet Member for Public Realm and Enforcement (Councillor Krupa Sheth)
Procurement of Secure Cycle Parking	

Wards Affected:	All
Key or Non-Key Decision:	Key
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:	None
Background Papers:	None
Contact Officer(s): <small>(Name, Title, Contact Details)</small>	<p>Padideh Asgari, Principal Engineer Tel: 0208 937 5230 Email: padideh.asgari2@brent.gov.uk</p> <p>Debbie Huckle, Team Leader, Safety and Travel Planning Tel: 020 8937 5570 Email: deborah.huckle@brent.gov.uk</p> <p>Sandor Fazekas, Head of Healthy Streets and Parking Tel: 020 8937 5113 Email: sandor.fazekas@brent.gov.uk</p>

1.0 Executive Summary

- 1.1 This report seeks Cabinet approval for the proposed 2025/26 programme for the delivery of secure cycle parking (Bike Nests/Bike Hangars) across the borough.
- 1.2 The report sets out the substantial demand for on-street secure cycle parking, details the newly allocated NCIL funding, and requests Cabinet approval to proceed with tendering a new five-year contract, extendable for a further two

years, for the supply, installation, management, and maintenance of all bike nests/hangars.

- 1.3 It provides information on funding, including £650,000 NCIL which was approved by Cabinet on 8 September 2025 for 2025/26, and other expected funding sources; including contributions from Transport for London (TfL), S106 Developer funding, and other internal and external streams. It is anticipated that the value of the contract over the 7 years will be £1,500,000, subject to future funding.

2.0 Recommendation(s)

That Cabinet:

- 2.1 Approve the procurement of a five-year contract with provisions to extend for two years (in yearly increments), for an estimated total value of £1,500,000 to supply and install bike hangars/nests, management, maintenance, cleaning.
- 2.2 Notes that the contract will include the delivery of £650,000 of NCIL funding for 2025/26 to support the expansion of secure cycle parking across the borough, as approved at Cabinet on the 8 September 2025.
- 2.3 Approve inviting tenders for the Secure Cycle Parking – Supply and Installation, Management, Maintenance and Cleaning Contract, on the basis of the pre-tender considerations set out in paragraph 4.9 of this report.
- 2.4 Approve officers evaluating the tenders referred to in paragraph 2.3 above on the basis of the evaluation criteria set out in paragraph 4.9 of this report.
- 2.5 Note that following the selection of the successful bidder, the matter will be referred to Cabinet for the award of the contract.
- 2.6 Note that approval was given to the Head of Healthy Streets and Parking at Cabinet on 19 May 2025 to apply grant and other funding secured to the project to enable further utilisation of the budget.
- 2.7 Notes that the 2025/26 Secure Cycle Parking Programme, includes proposed site identification, consultation, and implementation plans.

3.0 Detail

Cabinet Member Foreword

- 3.1 This report sets out recommendations to Cabinet regarding the delivery of the borough's secure cycle parking programme supported by NCIL funding. The programme responds directly to community-identified priorities and aligns with the borough's strategic objectives, representing an important investment in improving local transport options and neighbourhood infrastructure.

- 3.2 The NCIL funding provides a significant opportunity to expand the number of high-quality, secure cycle parking across the borough. Investment in Bike Nests/ Bike Hangars will enhance the public realm, support sustainable travel, and improve local infrastructure by offering safe, accessible storage for residents who do not have space to store bicycles at home.
- 3.3 In addition, the programme will bring wider community benefits including increasing access to secure cycle parking, which encourages active travel, reduces transport costs for residents, supports health and wellbeing, and contributes to the borough's climate and environmental commitments. The provision of secure parking also helps deter bike theft, supporting community safety and reducing opportunities for crime and anti-social behaviour.
- 3.4 The expansion of secure cycle parking through the Bike Nest/ Bike Hangar programme directly supports the Council's ambition to create safer, greener, and more accessible neighbourhoods across Brent. Providing residents with secure and convenient places to store their bicycles is essential for encouraging active travel, reducing transport inequality, and supporting the shift towards more sustainable modes of transport. This proposal strengthens our commitment to improving local infrastructure while responding to clear community demand for safer cycling storage facilities.
- 3.5 The programme contributes to several key priorities and outcomes set out in the Brent Borough Plan (2023–2027) and wider council strategies:
- **Healthy and Sustainable Environment** – Increasing secure cycle parking supports active travel, reduces reliance on motor vehicles, and helps improve air quality. This aligns with Brent's climate and sustainability commitments and the ambition to create greener, more resilient communities.
 - **A Cleaner, Safer Borough** – The installation of secure Bike Nests helps address bicycle theft and associated anti-social behaviour. Improved cycling infrastructure also contributes to safer streets and more accessible public spaces.
 - **Stronger Communities** – Providing high-quality neighbourhood facilities promotes social inclusion and responds directly to priorities raised through community engagement and NCIL consultation processes.
- 3.6 The programme is consistent with other relevant corporate policies and strategies, including Brent's Long Term Transport Strategy, Climate & Ecological Emergency Strategy, the Active Travel Plan, and the Councils objectives to improve the public realm. By expanding secure cycle parking across the borough, the Council continues to deliver infrastructure that supports healthier lifestyles, enhances neighbourhoods, and meets the needs of Brent residents.

- 3.7 Cabinet approval is sought to tender a five-year contract, with a two-year extension period (estimated value £1.5 million) covering the supply, installation, management, and maintenance of all bike hangars/nests.
- 3.8 Of the £650,000 NCIL funding for 2025/26, £500,000 will be allocated for the delivery and installation of circa 100 bike hangars / bike nests:
- At least 70 new installations will be delivered in high demand locations.
 - At least 30 replacement units will be installed to replace ageing infrastructure.
- £150,000 of this funding will be used for supporting activities to enable the delivery of the project, including;
- Project management.
 - Feasibility studies and accessibility assessments.
 - Technical site appraisals.
 - Public consultation and engagement.
- 3.9 The anticipated value of the new contract is £1.5 million over five years, plus a two-year extension option. The funding projection is informed by previous annual contributions from TfL (around £100,000) and S106 funding (around £20,000), which together have supported the installation of approximately 20 bike hangars per year. Additional opportunities also exist through Transport for London funding linked to Green Neighbourhood schemes. Officers will identify and prioritise suitable locations based on resident demand and site constraints. Locations identified will be subject to consultation with stakeholders, including ward councillors and local residents.
- 3.10 Where substantial objections are received alternative sites may be assessed and re-consulted upon to ensure delivery within the funding timeframes.
- 3.11 Following procurement, the intention is to provide a further report to Cabinet in March 2026, recommending the award of the new contract.
- 3.12 Officers will identify and prioritise locations and consult with stakeholders in early 2026. It is envisaged that delivery of the new bike hangars / cycle nests will commence in April 2026.
- 3.13 Future funding is anticipated from various internal and/or external sources over the contract period.

4.0 Background

- 4.1 Brent Council continues to actively promote sustainable travel and encourage more residents to cycle to improve health, wellbeing, and air quality.
- 4.2 Providing secure and accessible cycle parking is a key component of the Council's response to the Borough Plan, Long Term Transport Strategy,

Climate Emergency strategy to encourage active travel and create healthier, greener neighbourhoods.

- 4.3 Bike hangars (also known as bike nests) were introduced following a 2016 trial to address the growing demand for secure on-street parking, particularly where residents lack access to private outdoor space.
- 4.4 Each bike hangar/nest provides secure, lockable, sheltered parking for six bicycles within the footprint of a single parking space.
- 4.5 There are currently over 150 bike hangars/nests installed across Brent, managed under contract by Lock It Safe Ltd since April 2023. This contract, procured for three years with the option to extend by up to two years, will expire in April 2026. The existing contract has been varied three times to accommodate additional installations funded via S106 and TfL Local Implementation Plan (LIP) funding. However, there is not a permitted provision for variation based on the use of NCIL funding and value of the current contract.
- 4.6 Consequently, a new tender process is required to enable procurement and delivery of the 2025/26 NCIL funded programme. This contract will also allow for the delivery of the Secure Cycle Parking for a longer period up to 2032.
- 4.7 Demand significantly exceeds supply, with over 1,200 live requests received by the council from residents awaiting a space. The new NCIL allocation will allow delivery of a minimum of 100 new hangars/nests reducing the waiting list and supporting cycling growth. The intention is also to replace existing units coming up to end of life.
- 4.8 Rental charges are currently capped at £50 per space per annum, and the intention is that this rate will be maintained under the tendering requirements for the new contract to keep cycling affordable. This will be subject to inflationary increases in future years.

4.9 Pre-tender Considerations

- 4.9.1 In accordance with Contract Standing Orders 88 and 89, pre-tender considerations for the procurement of the contract for Secure Cycle Parking (the "Contract") have been set out below for the approval of the Cabinet.

Ref.	Requirement	Response
(i)	The nature of the Goods / Services / Works.	The appointed contractor will be responsible for the full delivery and management of the Bike Nest / Hangar programme. <i>This includes supplying and installing the units, managing requests and rentals, undertaking marketing activities, and providing customer service.</i> In addition, the contractor will be required to take full responsibility for the <i>ongoing maintenance</i> of all Bike Nest's / Hangars.

(ii)	The estimated value.	It is anticipated that the value of the contract over a five-year contract, with a two-year extension period estimated £1,500,000 excluding VAT subject to future funding.	
(iii)	The contract term.	Five-year contract, with a two-year extension period	
(iv)	The tender procedure to be adopted.	Open tender: Publication on the Proactis portal	
v)	The procurement timetable.		Indicative dates are:
		Adverts placed	N/A
		Expressions of interest returned	N/A
		Shortlist drawn up in accordance with the Council's approved criteria	N/A
		Invite to tender	16 th Dec 2025
		Deadline for tender submissions	19 th Jan 2026
		Panel evaluation and shortlist	4 th Feb 2026
		Interviews (if any) and contract decision	N/A
		Report recommending Contract award circulated internally for comment	5 th Feb - 8 th March 2026
		Cabinet approval	9 th March 2026
		[Minimum 8 working day standstill period – notification issued to all tenderers and additional debriefing of unsuccessful tenderers	10 th March 2026

		(contracts covered by the full requirements of Procurement Act 2023 only)]	
		Contract Mobilisation	18 th March 2026
		Contract start date	23 rd March 2026
(vi)	The evaluation criteria and process.	<p>1. At selection stage shortlists are to be drawn up in accordance with the Council's Contract Procurement and Management Guidelines by the use of conditions of participation to identify organisations meeting the Council's financial standing requirements, technical capacity and technical expertise.</p> <p>2. At tender evaluation stage, the panel will evaluate the tenders against the following criteria:</p> <ul style="list-style-type: none"> • Pricing schedule 40% • Quality response document 45% • Sustainability & Circular Economy 5% • Social Value 10% 	
(vii)	Any business risks associated with entering the Contract.	No specific business risks are considered to be associated with entering into the Contract.	
(viii)	The Council's Best Value duties.	It is considered that, by conducting a competitive tender process it will achieve value for money.	
(ix)	Consideration of Public Services (Social Value) Act 2012	See section [9] below.	
(x)	Any staffing implications, including TUPE and pensions.	See section [10] below.	
(xi)	The relevant financial, legal and other considerations.	See sections [6] and [7] below.	
(xii)	Sustainability	Sustainability will be included, in accordance with the Council's Sustainability Policy, for example bidders are asked to explain how as a supplier they can work with the local supply chain to	

		support the circular economy. A fully auditable Environmental Management System (EMS) and/or ISO 14001 accreditation (or equivalent) is also required.
(xiii)	Key Performance Indicators / Outcomes	Appropriate Key Performance Indicators / Outcomes will be included in the Contract.
(xiv)	Policy requirements including the National Procurement Policy Statement; prompt payment; London Living Wage; modern slavery; and carbon reduction	<p>The potential supplier will be required to provide services in accordance with all relevant policy requirements, to include those detailed in the National Procurement Policy Statement; to comply with a 30-day payment requirement, to provide evidence of wage compliance, evidence due diligence in supply chain (including modern slavery) and provide report on carbon emission and sustainability initiatives during contract delivery.</p> <p>The contract will require the payment of the London Living Wage.</p>
(xv)	Sharing information to allow understanding of the Council's procurement policies and decisions	All relevant policies and information will be shared with the potential suppliers during the procurement process.
(xvi)	Steps undertaken to remove or reduce barriers for SME participation in the procurement	Officers have considered whether any steps can be taken to remove or reduce barriers for SME participation in the procurement. It is considered that the procurement process recommended is appropriate for services required and upholds the principles of equal treatment, transparency, and non-discrimination.
(xvii)	Contract Management	A contract manager will be appointed and appropriate contract management provisions will be included in the Contract.

4.9.2 Cabinet is asked to give its approval to these proposals as set out in the recommendations and in accordance with Standing Order 89.

5.0 Stakeholder and ward member consultation and engagement

- 5.1 Bike Nest/ Hangar locations are agreed, subject to consideration of the outcome of officer consultation with ward members, local residents, businesses and other stakeholders.

6.0 Financial Considerations

- 6.1 The estimated contract value is £1,500,000 excluding VAT over five years with a two-year extension period. The only binding element of the contract will be the delivery of a minimum of 100 new hangars for an estimated cost of £500,000.
- 6.2 There is sufficient budgetary provision for the £500,000 binding element as it will be funded from the £650,000 NCIL funding for 2025/26 awarded by Cabinet in September 2025. The remaining £150,000 NCIL will fund staff costs, feasibility studies and consultation.
- 6.3 The intention is for the remaining contract amount to be funded from Transport for London (TfL) grant and Section 106 (S106) contributions with other potential sources including central government grants. The Head of Healthy Streets and Parking will apply these funding sources to the budget under the delegated authority, in consultation with the appropriate capital sub-board.
- 6.4 Spend against the contract will only take place where there is sufficient budget. Previous provisions from Transport for London (TfL) and Section 106 (S106) contributions have informed the projected estimate contract value of £1,500,000 for the bike hangar/nest expansion programme.
- 6.5 Historically, the Council has received £100,000 annually from TfL, enabling the installation of approximately 17 bike hangars, and around £20,000 from S106 contributions, supporting the delivery of a further 3–4 hangars. In addition, Local Implementation Plan (LIP) funding for Green Neighbourhoods provides opportunities to integrate bike hangars within wider sustainable transport and environmental improvement schemes.
- 6.6 The table below outlines the proposed seven-year funding profile and indicative allocation plan:

Year	Funding Source	Estimated Allocation (£)	Focus / Deliverables
Year 1	NCIL £500 k + TfL £100 k	£600 k	Initial expansion phase, including feasibility studies, site selection, consultation, and installation of 100 new bike hangars/ nest (NCIL) and 17 new bike hangars/ nest TfL funded.
Years 2–7	TfL £100 k + LIP £10 k + S106 £20 k (per annum)	£780 k	Continued installation in priority areas, staff resourcing, and ongoing monitoring and maintenance.
Contingency		£120 k	To accommodate extra funding sources.
Total		£1.5 Million	

6.7 The spend is valid capital spend because it involves the installation of new bike hangars and associated costs to bring the new assets into use such as feasibility studies and staff capitalisation. Ongoing monitoring and maintenance are revenue costs but can still be funded by NCIL and most relevant grants under their terms.

6.8 The successful bidder will cover the management, maintenance and cleaning from the income it generates from direct annual subscriptions. The subscription charge to users is £50 inclusive of VAT.

6.9 The VAT on the contract is recoverable under the Council's usual VAT recovery procedures. As Brent will not generate any income from the project, there are no considerations relevant to Brent's partial exemption position.

7 Legal Considerations

7.1 Planning permission for cycle parking facilities is not required under the Town and Country Planning Act 1990.

7.2 The Highways Act 1980 permits local authorities to place objects or structures on a highway for the purposes of providing a service for the benefit of the public or a section of the public.

7.3 The requirements of any necessary making of Traffic Management Orders are set out in the Road Traffic Regulation Act 1984.

7.4 The estimated value of the proposed contract is above the threshold for services under the Procurement Act 2023 ("PA 23") and the procurement is therefore governed by the PA 23. The procurement is subject to the Council's own Standing Orders and Financial Regulations in respect of High Value Contracts given that the procurement is valued at £1.5m. For High Value Contracts, the Cabinet must approve the pre-tender considerations set out in paragraph 4.9 above (Standing Order 89) and the inviting of tenders (Standing Order 88).

7.5 Cabinet approval is also required where the decision falls within paragraph 12 of Part 3 of the Constitution, namely is a "Strategic and high-level highways and

transportation matter which includes decisions which affect 4 wards or more". Cabinet approval is therefore required for the procurement of the proposed contract for Secure Cycle Hangars. Once the tender process is undertaken, officers will report back to Cabinet in accordance with the Contract Standing Orders, explaining the process undertaken in tendering the contract and the recommended award.

- 7.6 As this procurement is subject to the full application of the PA23, the Council must observe the requirements of the mandatory minimum 8 working day standstill period imposed by the PA23 before the Contract can be awarded. The requirements include notifying all tenderers in writing of the Council's decision to award and providing additional debrief information to unsuccessful tenderers on receipt of a written request. The standstill period provides unsuccessful tenderers with an opportunity to challenge the Council's award decision if such challenge is justifiable. However, if no challenge or successful challenge is brought during the period, at the end of the standstill period the Council can issue a letter of acceptance to the successful tenderer and the Contract may commence.

8.0 Equity, Diversity & Inclusion (EDI) Considerations

- 8.1 The public sector duty set out at Section 149 of the Equality Act 2010 requires the Council, when exercising its functions, to have due regard to the need to eliminate discrimination, harassment and victimisation and other conduct prohibited under the Act, and to advance equality of opportunity and foster good relations between those who share a protected characteristic and those who do not share that protected characteristic.
- 8.2 No diversity or equality concerns have been identified at this stage.
- 8.3 An Equality Assessment will be undertaken for new installations following consultation with affected residents and businesses.
- 8.4 All new bike hangars/ nests will be inclusive, accommodating adapted and cargo cycles where possible.

9.0 Climate Change and Environmental Considerations

- 9.1 The expansion of secure cycle parking directly supports the aims of Brent's Climate & Ecological Emergency Strategy. Increasing access to Bike Nests and Bike Hangars encourages more residents to choose cycling as a safe and practical alternative to car travel, helping to reduce carbon emissions and improve air quality across the borough. The programme complements wider active travel and sustainability initiatives, including Green Neighbourhood schemes, school streets, and public realm improvements. By providing reliable, secure facilities for bicycle storage, the scheme strengthens the borough's cycling infrastructure and supports long-term behavioural change towards low-carbon, healthier travel choices.

- 9.2 The scheme also complements other Brent initiatives such as School Streets, Green Neighbourhoods, and wider active travel improvements, strengthening the borough's sustainable transport network. Increasing secure cycle parking capacity will support long-term behaviour change, encouraging more residents to adopt low-carbon travel choices and contributing to Brent's wider environmental and climate resilience goals.

10.0 Human Resources/Property Considerations (if appropriate)

- 10.1 There are no implications for Council staff or for Council accommodation arising from the recommendations in this report.

11.0 Communication Considerations

- 11.1 A targeted communication approach will be required for the rollout of new Bike Nests and Bike Hangars. All proposed locations will be subject to public consultation. Residents living within a 50-metre radius of each site will receive written notification outlining the proposal and how to submit comments. This ensures local views are captured before any installation proceeds.

Related document(s) for reference

[Cabinet Report 6 February 2023: Authority to Award Contract for the Provision Management of Bike Hangars.](#)

[Cabinet Report 8 September 2025: 2025–26 Neighbourhood Community Infrastructure Levy \(NCIL\) Projects](#)

Report sign off:

Jehan Weerasinghe

Corporate Director Neighbourhoods &
Regeneration