



Community and Wellbeing Scrutiny Committee

Monday 19 January 2026 at 6.00 pm

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

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

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

Membership:

Please note the agenda has been republished to reflect the change in membership which came into effect on 13 January 2026.

Members

Councillors:

Ketan Sheth (Chair)
Afzal (Vice-Chair)
Aden
Chohan
Collymore
Clinton
Ethapemi
Mahmood
Mistry
T. Smith
Vacancy

Substitute Members

Councillors:

S Butt, Conneely, Dixon, Kennelly, Long, Molloy and
Shah, L. Smith

Councillors:
Kansagra and Maurice

Councillors:
Lorber and Martin

Councillors:
Gbajumo and Mitchell

Co-opted Members

Alloysius Frederick, Roman Catholic Diocese Schools
The Venerable Catherine Pickford, Archdeacon of Northolt/Willesden Area, Church
of England Faith Schools
Sayed Jaffar Milani, Muslim Faith Schools
Rachelle Goldberg, Jewish Faith Schools
Vacant, X2 Parent Governor Representatives

Observers

Brent Youth Parliament, Observer

Jenny Cooper, NEU and Special School observer

John Roche, NEU and Secondary School Observer

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

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

Notes for Members - Declarations of Interest:

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

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

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

***Disclosable Pecuniary Interests:**

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

****Personal Interests:**

The business relates to or affects:

- (a) Anybody of which you are a member or in a position of general control or management, and:
 - To which you are appointed by the council;
 - which exercises functions of a public nature;
 - which is directed is to charitable purposes;
 - whose principal purposes include the influence of public opinion or policy (including a political party or trade union).
- (b) The interests of a person from whom you have received gifts or hospitality of at least £50 as a member in the municipal year;

or

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

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

Agenda

Introductions, if appropriate.

Item	Page
1 Apologies for absence and clarification of alternate members	
2 Declarations of interests	
Members are invited to declare at this stage of the meeting, the nature and existence of any relevant disclosable pecuniary or personal interests in the items on this agenda and to specify the item(s) to which they relate.	
3 Petitions (if any)	1 - 2
To receive and consider any petitions for which notice has been provided under Standing Order 66.	
Members are asked to note that the following petition is due to be presented at the meeting:	
(a) Request that Brent Council's Community and Wellbeing Scrutiny Committee consider proposals to reduce the opening hours of Central Middlesex Urgent Treatment Centre.	
4 Deputations (if any)	
To hear any deputations received from members of the public in accordance with Standing Order 67.	
5 Minutes of the previous meeting	3 - 16
To approve the minutes of the previous meeting as a correct record.	
6 Matters arising (if any)	
7 Emergency Planning and Update on Casey Review	17 - 26
To provide the Community and Wellbeing Scrutiny Committee with an update on the Council's emergency planning, licensing enforcement and multi-agency coordination in relation to major events at Wembley, and progress in implementing the Casey Review recommendations from the UEFA Euro 2020 Final.	

8 Tackling Poverty in Brent

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To provide a follow-up to the previous scrutiny on poverty and cost-of-living issues in Brent, providing a detailed, evidence-based update on Brent's progress and challenges in implementing commitments related to poverty reduction, cost-of-living support, housing and child poverty alleviation.

9 Community and Wellbeing Scrutiny Committee Work Programme 2025-26

63 - 72

To present the Community and Wellbeing Scrutiny Committee's work programme for 2025-26.

10 Community and Wellbeing Scrutiny Committee Recommendations Tracker 2025-26

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To present the Community and Wellbeing Scrutiny Committee's Recommendations Tracker.

11 Any other urgent business

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

Date of the next meeting: Wednesday 4 March 2026



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

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Title: Request that Brent Council's Community and Wellbeing Scrutiny Committee consider proposals to reduce the opening hours of Central Middlesex Urgent Treatment Centre

Statement:

We the undersigned petition Brent Council's Community and Wellbeing Scrutiny Committee to convene an urgent meeting of the Community and Wellbeing Scrutiny Committee to consider NHS proposals to cut the opening hours of the Urgent Treatment Centre at Central Middlesex Hospital by 3 hours a day, 21 hours a week.

In 2014, Central Middlesex Hospital A&E Department closed following a decision from the then Conservative Health Secretary Jeremy Hunt. At the time, we were told that the opening of an Urgent Care Centre at Central Middlesex hospital would mitigate the loss of the A&E department. However, in 2019, the hours of the Urgent Care Centre were reduced when the overnight Service Centre was withdrawn. Six years down the line, we are faced with yet another reduction of the renamed Urgent Treatment Centre (UTC). The Centre currently closes at midnight but, if London NW University Healthcare Trust go ahead with their proposal, it will close at 9pm.

The curtailing of the services at the Central Middlesex hospital is even more incomprehensible because it runs contrary to the evolution of the demographics in Brent. Brent's population increased by 9.2% between 2011 and 2021. This is a significant increase which is both higher than the population in England (+6.6%) and the population of London (+7.7%). Further developments at Grand Union, Alperton, Wembley Central and Neasden stations are coming on stream so how is Brent's growing and ageing population supposed to cope with a reduction in urgent care treatment?

Justification:

We the undersigned are therefore firmly opposed to a further reduction of NHS services that will undoubtedly put more pressure on Northwick Park Hospital A&E and UTC and will lead to fewer people getting the required medical attention as quickly as necessary and call on the current plans to reduce the UTC hours by 3 hours each evening to form the agenda of a specially convened Community and Wellbeing Scrutiny Committee to be held as soon as possible.

We note that the 2019 proposals were considered by that Committee in July 2019 setting a precedent for the views of the Council and residents to be represented.

Submitted by: Zengha Wellings Longmore

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MINUTES OF THE COMMUNITY AND WELLBEING SCRUTINY COMMITTEE
Wednesday 19 November 2025 at 6.00 pm
Held as a hybrid meeting in the Conference Hall – Brent Civic Centre

PRESENT: Councillor Ketan Sheth (Chair), and Councillors Afzal and Clinton, and co-opted member Archdeacon Catherine Pickford

In attendance: Councillor Fleur Donnelly-Jackson

1. Apologies for absence and clarification of alternate members

- Councillor Ethapemi
- Councillor Aden
- Councillor Mistry
- Councillor Tazi Smith
- Councillor Collymore
- Councillor Mahmood
- Mr Alloysius Frederick
- Ms Rachelle Goldberg

2. Declarations of interests

Personal interests were declared as follows:

- Councillor Ketan Sheth – Lead Governor of Central and North West London NHS Foundation Trust.

3. Deputations (if any)

There were no deputations received.

4. Minutes of the previous meeting

The minutes of the meeting held on 17 September 2025 were approved as an accurate record of the meeting.

5. Matters arising (if any)

There were no matters arising.

6. Medical Day Care Transfer to Ealing Hospital and Update on Sickie Cell Care

Lisa Henschen (Director of Transformation, LNWT) thanked the Committee for the opportunity to discuss the changes proposed to the Medical Day Care Unit and Sickie Cell Care at Central Middlesex Hospital, with the Trust looking to transfer the Day Unit from Central Middlesex Hospital to Ealing Hospital. She advised that London North West University Healthcare NHS Trust (LNWT) had been working closely with the Central Middlesex Hospital Medical Day Care Clinical Team over

the last few months, who currently provided a combined service for Sickle Cell patients and a range of nurse-led day treatments and procedures for patients under a medical consultant, such as intravenous drips, iron infusions and injections which took around 2-3 hours and were considered semi-urgent. This had been reviewed closely in the context of the expansion of Sickle Cell Services that LNWT was looking to undertake. The Trust had successfully secured additional NHSE funding to expand the day care facility for Sickle Cell patients to better meet the needs of the local population and compliment the new inpatient pathway. She advised of two advantages to merit the transfer of the Medical Day Care Unit to Ealing Hospital, including the expansion of Sickle Cell Care in the way the Trust envisioned, and the alignment of Medical Day Care with the emergency pathway. The Trust recognised that Day Care Services were very important to the urgent care pathway, with many patients visiting an Emergency Department requiring Medical Day Services. Moving the Medical Day Care Unit to Ealing Hospital would align it with the hospital's Same Day Emergency Care Services and relieve pressure on the hospital's emergency department, freeing up acute space for critically ill patients and reducing waiting times. The same would not be possible at Central Middlesex Hospital because it had no emergency department or Same Day Emergency Care Service. She advised that the report provided further information on the volume of patients and specialties available, and added that the transfer was not a cost-driven exercise but a financially neutral service improvement initiative. There were plans for two workshops and an online survey to garner public feedback, as the Trust was aware of the travel implications for those currently using the Medical Day Care Unit at Central Middlesex Hospital. The Trust would also be looking to see whether this facility was needed at Northwick Park Hospital, learning from the transfer to Ealing Hospital.

Dr Arnab Datta (Care Group Clinical Director, LNWT) highlighted that LNWT had been focused on recognising the need to ensure equity and equality for Sickle Cell patients. Through a series of collaborations with the Sickle Cell community, and alongside Imperial College Healthcare NHS Trust as the other major Sickle Cell care provider, the Trust had recognised that expanding Sickle Cell care as a Day Care Service at Central Middlesex Hospital would contribute to better quality management of pain in a daycare setting without the need to use an emergency department, enabling early and proactive management of symptoms and improving the quality of life of patients. He added that, from 15 September 2025, Sickle Cell inpatients or those needing urgent or emergency care were being seen in Hammersmith Hospital, bypassing the need to attend a busy emergency department, allowing patients to be seen sooner and avoid long waits. He highlighted that, through these improvements in Sickle Cell Care, equity and equality was improved, with all patients now receiving the same level of acute care, access to the same triaging service and the same initial assessments, which also led to admission avoidance.

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

Prior to the transfer, the Committee asked to understand what work would be done, or had already been done, to ensure carers', families' and service users' views were factored into the transformation. Lisa Henschen advised that the online survey asked 5 core questions asking respondents to confirm whether the change being sought would have a positive, negative or neutral impact, any concerns they had

and any further suggestions they had. There were also public events due to be held to garner viewpoints in Central Middlesex Hospital as well as an online event on the evening of 15 December 2025.

The Committee asked how the Trust would report on, monitor and review the proposed changes in the context of patient wellbeing and overall health outcomes. Lisa Henschen responded that the measures would relate to what the Trust wanted to achieve. For example, length of stay on wards in Ealing Hospital would be tracked to see whether patients could be moved more quickly through the system, along with the number of people using the Medical Day Centre at Ealing, how many came through the emergency pathway and were moved to the Medical Day Centre, and patient satisfaction, which she felt would be key, particularly in the early stages of the move. Patient feedback would be gathered through Friends and Family Tests asking how people experienced their care on the day, which was the regular mechanism but would be tailored to focus on Medical Day Care users to capture their experience.

In terms of reporting, monitoring and reviewing the changes within haematology, Dr Arnab Datta advised that this would focus quantitatively on data relating to admission avoidance and the quality of pain management. He added that there were national metrics through the Sickle Cell dashboard that the Trust was required to submit on a yearly basis, so those metrics would also be assessed and it was hoped improvements would be seen in those figures. In terms of qualitative assessment, that would be done through engagement with patients and their experience of the service through the good relationships the Trust had built with Sickle Cell patients. Keisha Osmond-Joseph (Consultant Nurse – Haemoglobinopathies) highlighted the hard work of the Trust to build a good rapport with the Sickle Cell community in Brent, with a local Sickle Cell group which formed part of a wider regional collaboration with Imperial College London NHS Health Trust. Any changes made to Sickle Cell Care was always communicated to those groups and feedback obtained. The feedback relating to the changes proposed to expand the Sickle Cell service at Central Middlesex Hospital was positive with patients in agreement. Patients were most concerned about being able to access red cell exchanges, managing their pain, reducing hospital admissions, and avoiding emergency departments which these improvements to Sickle Cell care allowed. She explained that patients had a poor experience of emergency departments as they were not well equipped to manage pain relief in a swift manner, so the emergency department bypass units, such as at Hammersmith Hospital, had been widely welcomed by Sickle Cell patients nationally.

The Committee highlighted the comment in the briefing report regarding the Equality Impact Assessment for the transfer of the Medical Day Unit to Ealing Hospital, which stated that there would be a negative impact for patient experience, specifically for groups with disabilities. They asked what that negative impact was and whether officers were confident it could be mitigated. Lisa Henschen replied that the negative impact noted was on the basis that some patients would need to travel further to access the Medical Day Unit at Ealing Hospital, and a higher proportion of people with disabilities were likely to be using Medical Day Care. The Trust would be writing to all patients who had used the service more than once, providing information on how to get to Ealing Hospital, and were planning to look at Medical Day Care options at Northwick Park Hospital which would increase residents' travel options. Long term, the Trust was speaking with other medical service providers as it was recognised that some Medical Day Care did not

necessarily need to be delivered in a hospital setting and could be delivered in Integrated Neighbourhood Hubs, bringing services closer to communities. She confirmed that the Trust was in active conversations about Neighbourhood Hubs with CLCH as the community provider, considering a range of services that could move in the future. She added a caveat that there were no guarantees of what services would move currently.

In considering the response in relation to the negative travel impact for those with disabilities as a result of the transfer, and the mitigation detailed in the report regarding provision of transport for eligible patients, the Committee highlighted that the transport service was highly stretched already and asked if there were plans to expand that service, particularly considering the closure of other services in the same area. Lisa Henschen advised members that there were no plans in relation to expanding the transport service, but the Committee's feedback had been heard and would be brought back to be discussed with transport colleagues. Simon Crawford (Deputy Chief Executive Officer, LNWT) added that the Trust was looking at access to transport broadly with ongoing conversations particularly around the emergency pathway and contracts supporting discharge out of hospitals, and information would be made available to patients making their own travel arrangements on how to claim expenses.

The Committee asked whether, aside from transport, there were any other potential risks or detrimental consequences of the transfer. Members were advised that no other significant risk had been identified. It was thought that the transfer would bring benefits for the Day Care team who were currently isolated, and linking the Medical Day Unit with the emergency pathway would benefit patients.

The Committee felt that, often, with a change or transfer of service, people could get lost in the system, and asked what steps would be taken if the Trust found that it was losing contact with the people they knew were ill but could not make that transition. Karen Keogh (Head of Nursing, LNWT) advised that many of the patients attending the Medical Day Unit more than once only did so around once a year, and it was quite a small group of regular service users. Dr Arnab Datta explained that there were very robust patient databases in place so, if there was a drop, the Trust would identify that early and staff would use existing resources to reach out to those patients and bring them back into care where necessary.

Given that the transfer constituted another service being moved away from Central Middlesex Hospital, the Committee asked to receive information on the strategy for the hospital, expressing that hospitals should be accessible locally and if services were continually stripped out for operational reasons then they may not be serving their purpose. In response, Simon Crawford agreed to return to talk about the strategy and highlighted that significant activity had been moved into Central Middlesex Hospital as well, such as the Elective Orthopaedic Centre, St Mark's, and the Community Diagnostics Centre. He described it now as a busy and thriving hospital.

As no further issues were raised, the Chair drew the discussion to close and invited the Committee to make recommendations with the following RESOLVED:

- i) To receive the overall strategy for Central Middlesex Hospital and the Trust's Strategy across its multiple hospitals, to understand the balance of services.
- ii) For the Chair to discuss with LNWT the possibility of a future NHS Estates strategy paper.
- iii) LNWT to ensure a robust system is in place for monitoring and evaluating the impact of the support provided to families, carers and service users impacted by the changes.

7. Response to the Housing Regulator's Findings and Brent Graded at C3

Councillor Fleur Donnelly-Jackson (as Cabinet Member for Housing) introduced the report and thanked the Committee for scrutinising the housing function. She advised members that the report set out Brent Council's response to the Regulator for Social Housing's findings, which had graded the Council at C3, showing that serious failings in Housing Management had been identified and significant improvements were required. She advised that, since the grading, substantial progress had been made and there were regular monthly meetings with the Regulator and senior housing staff. The Regulator was satisfied with the progress the Council was making, which was being done across the piece on different areas of housing in parallel to ensure all actions required were put in place. She added that, as Cabinet Lead for Housing, this was not something she had anticipated she would face when stepping into the role but she was determined to see through the improvement actions and ensure the Council was doing everything to progress as a housing department and was on the journey to a C1 grade to be an effective and excellent Housing Management Service.

Tom Cattermole (Corporate Director Housing and Residents Services, Brent Council) provided additional information on the self-referral to the Regulator for Social Housing. He advised that, in April 2025, officers had identified irregularities with the True Compliance system, establishing that up to 12,500 fire risk assessment actions had been wrongly updated to indicate that works had been completed but the supporting evidence was missing. The system was also unable to reconcile performance data on asbestos management, water safety and detectors for smoke and carbon monoxide. Due to the seriousness of the findings, the Council had accordingly referred itself to the Regulator for Social Housing and began improvement works immediately. An independent health and safety specialist had been appointed to assist the Council in assessing compliance arrangements against the 'Big 8' areas of compliance, who had confirmed that there were significant systemic issues, particularly in data management issues, governance and policy implementation. The specialists recommended developing a comprehensive compliance framework, resolving data integrity issues, closing overdue fire risk assessment actions, establishing central registers for smoke and carbon monoxide detectors, providing staff training on compliance processes, and implementing dashboards for real-time KPI monitoring. In progressing the recommendations, the Council had completed all high-risk fire risk assessment actions in high rise blocks, was rebuilding the compliance data system which was due for completion by April 2026, had recruited to the Compliance Team which was now at full capacity, and had regular meetings with the Regulator to discuss

progress. The Council was also consulting and engaging with residents through a multi-channel engagement strategy including newsletters, web updates, direct communication and mini engagement days.

The Chair then invited Dawn Martin (Independent Chair of the Housing Management Advisory Board) to provide her opinion on the progress the Council was making in light of the grading. She informed members that she had worked in housing for over 20 years and was experienced in all aspects of housing management, and from her expertise she felt Brent Housing Management had been very open and transparent in relation to this and recognised the issues within the service. The Housing Management Advisory Board acted as a critical friend to Brent Housing Management to monitor the service they were delivering for tenants and leaseholders.

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

The Committee recognised the seriousness of the failings and asked how they occurred without notice for as long as they did. Tom Cattermole responded that the service recognised the gravity of the situation, and HR processes had been followed to undertake investigations and appropriate actions. As such, none of the management team currently in post were responsible for the compliance system which they had inherited as they moved into their substantive posts. The system issues were noted to be an error in personnel in terms of how data was being uploaded onto the system, but there were also issues identified relating to leadership, culture amongst the service and governance. Governance systems and processes had subsequently been implemented with a full complement of new leadership that was addressing each of those issues. He added that, whilst the current leadership had not been in post when the issues arose, senior leaders took full responsibility for the inherited situation and the solution. Spencer Randolph (Director of Housing Services, Brent Council) further explained that the issue that had led to the self-referral related to recording on the system, where the necessary evidence of an action having been carried out was not being uploaded before the officers were closing the action. As such, whilst fire risk assessment actions might have been carried out, there was no evidence to provide confidence in the data to confirm that it was correct. Work over the last 4-5 months had focused on cleansing that data and verifying properties so the service knew 100% of the properties needing a particular certificate and whether the property had one. This would then allow the service to report with 100% accuracy where it was with compliance. He confirmed that, given the breadth of the work being undertaken, he was confident that similar issues would not happen again.

Highlighting that the issues identified by the Regulator would have built up over time, the Committee asked what would be done to ensure the culture issues identified did not happen again. Councillor Donnelly-Jackson responded that when she inherited the situation, she had asked the same questions the Committee was asking, and confirmed that she was deeply unsatisfied with the situation as a member of the Council who did not know this was coming. Whilst she had inherited the issues within her new portfolio role, she took full responsibility for addressing them as the Cabinet Lead. A new internal governance process had been established, made up of several

monitoring and improvement Boards to keep progress on track, alongside the Housing Management Advisory Board which had been in development before the regulatory issues had been identified to ensure the voice of tenants was heard in everything the Council did. A full service improvement plan had been established, including reorganisation and recruitment, service management, training, handovers and improved inductions to ensure every officer who worked in housing took responsibility and accountability and worked together. Managers were now required to meet particular training requirements with professional qualifications, and the Council was working with Doug Goldring who had worked in Kensington and Chelsea following the Grenfell fire tragedy to help with communications to residents. She advised that there were many different strands of work taking place and the Council was working at pace to ensure it was addressing every type of risk, including how particularly vulnerable tenants were supported and recorded in the system. Spencer Randolph reaffirmed Councillor Donnelly-Jackson's comments, highlighting that there was a whole new team within the service now with a new Head of Property Services, Strategic Compliance Manager and three further compliance managers responsible for particular compliance assets. He felt that the change in culture in the team was tangible with clear pride in pushing these changes forward.

Noting that the service lacked confidence in the data it currently had access to, the Committee highlighted that the C3 grading may or may not be accurate as a result of that lack of reliability. They asked how the service would ensure it got to a point where the data was reliable so that officers knew where the issues were and could address them. Spencer Randolph advised members that officers were having to review the data forensically, and it would take until May 2026 before there was that assurance that each property had been added to the correct workstreams. Some of that work could be done via desktop review where properties already had certificates, but for other properties the service was needing to go out and survey properties to see what compliance workstreams they should be in. As director, he reported on a monthly basis to the Council's Corporate Management Team and the Housing Regulator with progress on the data reconciliation, with attendance from the Head of Property Services, Strategic Compliance Manager and other senior officers as required. He advised that the Council now had a good reporting rhythm with the Regulator, and the Chief Executive and Cabinet Member for Housing would be attending the next meeting.

The Committee highlighted that many aspects of compliance were not visible to a tenant, and some tenants would not know whether they had or needed a particular certificate. They asked whether the service would be able to inform a tenant whether they needed particular certificates if asked. Spencer Randolph advised that, as the data currently stood, the service would not be able to tell someone that information with confidence. However, from May 2026 onwards the service would know and be able to inform tenants, and hoped long term to be able to develop a system where tenants could log on to their account and see that compliance information themselves.

The Committee highlighted two aspects to resident safety, one being that residents were safe, and the second being that residents felt safe. Given the finding by the regulator, the Committee highlighted that residents were not confident in their safety. Councillor Donnelly-Jackson affirmed that the Council was not downplaying the

feeling of a lack of safety that tenants may have, and there had been a comprehensive communications approach taken around this ranging from newsletters sent to 7,500 tenants, a series of in person events across summer roadshows, estate walkabouts and a video where she, as the Cabinet Member, explained the significance of the Regulator's findings. Communications continued with a range of engagement to ensure the Council was better at engaging with tenants and that tenants understood what was happening in relation to the referral and progress being made to improve. A new resident engagement framework was in development to ensure all possible avenues to get feedback from tenants.

The Committee felt that the service was a long distance away from completion of the improvement timeline, which may cause anxiety amongst tenants, and asked how the service was expediting that timeline where possible. Spencer Randolph advised members that the service had prioritised the workstreams and ensured that all high-risk high rise block actions were closed down as the first step, followed by all high rise medium-risk actions, taking the approach to deal with the higher risk actions first. The service had then worked on gas safety, and he was now confident that 100% of properties that should be in the gas safety workstream were in the system.

The Committee raised concerns over that length of time it would take the Council to have 100% of stock surveyed within 5 years and asked what the implications of that were. Spencer Randolph advised that the Regulator expected stock condition surveys to be no older than 5 years old for each property in order for the Council to have a strategy for carrying out major repairs and planned works over a 30-year period, and Brent Council's stock condition surveys were far below that requirement. In response, the Council had increased its rolling programme so that by the end of the financial year around 70% of stock would have a stock condition survey of 5 years or less, but it was highlighted that, as time went on, other properties would fall back into the over 5 years category, which was why the Council had estimated it would take until 2028 before all properties had an up to date survey. In terms of the scale of properties that did not have a recent survey, of the 8,976 Council dwellings, there was surveyed information on 5,851, with 65.2% classed as up to date and the remaining having surveys between 5 and 10 years old. Arkus Limited had been appointed to assist with the management of stock data and the creation of a capital works programme. In terms of prioritising, the service would be starting with properties that had not had a survey for the longest length of time, and activity would be increased alongside the other remedial actions being put in place to improve the Council's grading.

Noting that the Council had now addressed all high-risk high rise block actions, the Committee asked what the specific types of issues being addressed were. They heard that Fire Risk Assessment actions provided a snapshot of the issues identified by the assessor on the day the assessment was carried out and may include issues such as bicycles being stored in a corridor, blocking means of escape, which would be considered a high-risk action. The tenants should be asked to move those items and the officer should take photographic evidence of that in order to close the action, but that evidence had not been being provided before the action was closed on the system, which had previously not been happening. Now, contractors were visiting those properties to see whether the actions had been completed, taking evidence if they had been done or completing those actions straight away with evidence if they

had not been done, before closing them on the system. Spencer Randolph added that the actions did not relate to fundamental fire safety issues with the building materials themselves such as high-risk cladding.

The Committee asked how, going forward, the service would ensure individual voices and stories were being listened to and not ruled out if a data point said otherwise. Councillor Donnelly-Jackson advised that the department was adamant that people were treated with dignity and respect and were listened to about their repairs. A new Repairs Manager had been brought in who was focused on ensuring tenants were heard and their repairs happened in the timeline required, and the new repairs and maintenance contract provided competition for Wates, driving up their performance.

The Committee asked whether the housing service kept an up-to-date risk register and how finance factored into this, including the pace in which these actions could be done. Tom Cattermole confirmed there was a departmental risk register, directorate level risk register, and a corporate risk register which had all been updated given the findings and had Red Amber Green (RAG) ratings. The departmental risk register was reviewed monthly. In terms of finance, he advised that the Housing Revenue Account (HRA) was unstable. The Council was reviewing the HRA 30-year business plan currently to make decisions on how, where and when to invest and there were a number of actions being undertaken to help turn the financial position around, including the void turnaround plan and rent collection improvement plan. He confirmed that a large investment into the HRA would allow the work to be done at an increased pace, but as that would not be likely the Council was prioritising the most high-risk actions first.

In response to queries around damp and mould and disrepair, Councillor Donnelly-Jackson advised that there were separate workstreams specifically around damp and mould following the implementation of Awaab's Law, and the timeline the Council had to address those actions was short. There had been communications to all tenants around raising damp and mould issues, and information in the Members' Bulletin so that councillors were able to support tenants who reported issues to them.

As no further issues were raised the Chair thanked officers for their time and responses and invited members to make recommendations, with the following RESOLVED:

- i) Housing to ensure continual monitoring of the data to ensure similar issues do not happen again.
- ii) Housing to fast-track the timeline for stock condition surveys and data reconciliation.
- iii) Housing to provide reassurance to residents through appropriate communication channels, such as through a safety dashboard, so that residents had visibility of performance. This communication should be direct and easy to understand.
- iv) Housing to ensure it is listening to how residents felt about the grading and whether they feel the improvements being put in place are having an impact.
- v) For the Council to review other departments to ensure no other cultural issues are giving rise to significant risk.

8. **Update from the Housing Improvement Board**

Councillor Fleur Donnelly-Jackson (as Cabinet Member for Housing) introduced the report, providing an overview of the work of the Housing Management Advisory Board which was set up to embed tenant voice into the work of housing. She introduced the Independent Chair of the Housing Management Advisory Board, Dawn Martin, who would be responding to the Committee's questions.

In presenting the report, Dawn Martin highlighted the following key points:

- The Board had been set up in April 2025 as a critical friend to hold Housing Management accountable.
- She had worked in housing for 23 years and therefore brought a breadth of experience and expertise to the Board as Independent Chair.
- Alongside the Independent Chair, there were three independent members of the Board, three tenants, three staff members from outside of the housing service, the Cabinet Member for Housing, and Councillor Robert Johnson.
- The Board met bimonthly and had met 4 times. The first meeting had been a welcome session and set the Terms of Reference for the Board. She had been clear that she wanted the Board to be visible and for tenants to know it existed.
- One of the meetings had been an estate walkabout where she advised the Committee she had been disappointed with what she saw. She described fly tipping, fire safety issues and disrepair amongst some of the concerns, highlighting that residents living on the estates should be living in a certain standard which she felt was not being met.
- The findings from the estate walkabout had been brought to the following meeting where Board members took the opportunity to ask questions of Housing Management colleagues about the issues and why certain actions had not been done. In response to the scrutiny, she advised that Housing Management had been very honest, open and transparent, and Tom Cattermole (Corporate Director of Residents and Housing Services, Brent Council) had visited the estates to see the issues for himself. Upon raising the issues on the estate walkabout, housing officers had taken swift action and made calls to the relevant contractors, and one of the tenant members of the Board who happened to live on the estate had informed the Board that the actions had now been carried out.
- The most recent meeting had looked at performance, with the report to the Regulator presented to each Board meeting to see progress, as well as all other housing management data such as rent collection and tenant satisfaction.
- She advised that, from her perspective, tenants did not have confidence in Housing Management currently and that trust and confidence needed to be rebuilt.
- She recognised that the current Housing Management Senior Leadership Team had inherited the issues identified and were trying to address them and there were positive conversations taking place with all stakeholders involved with everyone sharing the same aims and goals for the service. She added that the issues were not something that could be addressed overnight

but would take time to embed, and there was a need to be realistic in what could be done and how quickly.

The Chair thanked the presenters for their introductions and invited the Committee to ask questions of the officers, with the following points raised:

In noting that the Board had met 4 times over the last 6 months, the Committee asked what recommendations, if any, it had made, and whether they had been acted on. Dawn Martin confirmed that the Board had made recommendations, including operational issues that needed addressing following the estate walkabout in relation to Anti-Social Behaviour (ASB), fly tipping, and monitoring of the caretaking service which the Board had asked for further information on. At the second meeting, the Board had asked for an improvement plan so it could measure how Housing Management was performing, which would be provided at the next meeting on 15 December 2025.

The Committee asked how the Board would ensure that its focus would go beyond operational fixes and lead to long-term culture changes within Housing Management. Dawn Martin advised that her experience of working in housing across 23 years meant she understood the service right across the board, and she would therefore know what evidence to request in order to monitor whether the improvement plan was being implemented. For example, the Board had already requested evidence in relation to the care taking service. The Board would also hold contractors to account and would ask Mears and Wates to attend to answer questions about the repairs service to address tenant complaints.

The Committee asked the Independent Chair what good looked like to her and how she would ensure Housing Management achieved it. In response, Dawn Martin highlighted that people sometimes had a perception that those in social housing should not have a good standard, but she did not believe that and felt that social housing should be safe, warm, clean and good quality. In terms of the current stock, she felt some blocks needed modernisation and improvement, and the stock condition surveys were needed to establish that programme of work, but she acknowledged that, with any planned maintenance, a budget allocation was also required. In order to get to good, she felt that tenants needed to be happy and satisfied. The Board would hold Housing Management accountable in order to achieve that through analysing their performance and listening to the voice of tenants.

Considering that success looked like tenant satisfaction to the Independent Chair, the Committee asked how the Board would understand if tenants were satisfied. Spencer Randolph advised that, under the new Housing Regulations, the Council was required to undertake Tenant Satisfaction Measures (TSMs) every year which allowed them to compare and benchmark across the sector and to previous years to see whether improvements were being made. He added that the questions on the TSMs were prescribed by the Regulator, but the Council was also able to ask additional supplementary questions to gather a qualitative understanding of someone's answer, such as what a safe home meant to them.

Noting that the estate walkabout the Board had undertaken had found ASB issues, including drug taking in communal areas and car parks, the Committee asked how the Board could help to ensure those issues were moved on permanently.

Councillor Donnelly-Jackson advised that tackling these issues sat across several teams, so where housing officers found these issues on a day-to-day basis, they had lines of escalation to raise those issues. Housing Management worked closely with the Community Safety Team on ASB issues as well as the police, Rough Sleeping Service, VIA New Beginnings and the Drug and Alcohol Outreach service to take a multi-agency approach to ASB and drug taking. More practically, Spencer Randolph added that reinforcing doors was also done so that groups and individuals could not gain access to those areas to take drugs.

The Committee stressed the importance of the Board being independent, and queried how the Cabinet Member for Housing could scrutinise herself as a member of the Board. Councillor Donnelly-Jackson advised that she attended meetings in a listening capacity to hear directly from tenants, but took the point that about the need to have a non-Cabinet member councillor representative. Concerns were also raised in relation to the appointment process, with the Committee noting that staff representatives had been appointed by mutual agreement between the Corporate Director of Residents and Housing Services and the Director of Housing Services. Tom Cattermole advised that none of the staff members appointed worked in the housing department and they were thoroughly independent, with two of them living in the borough. The Board recruitment process had asked for expressions of interest from staff so that representatives would want to be involved and proactively engage with the Board. Dawn Martin added that one of the representatives worked in the Finance department which was an asset to the Board when looking at rental income and other figures. In terms of the independence of the recruitment process, Tom Cattermole advised that the Terms of Reference were reviewed on an annual basis, and these points could be incorporated into future refreshes.

The Chair drew the item to a close and invited members to make recommendations with the following RESOLVED:

- i) Housing Management Advisory Board to utilise all possible sources of data to inform its work, including member casework.
- ii) Housing Management Advisory Board to review the current structure of the Board and process of appointment at the next revision of the Terms of Reference.
- iii) For future iterations of the report, for officers to model the template on the independent safeguarding annual reports received by the Committee, incorporating data, KPIs, priorities, activity of the Board, areas for improvement, areas working well, and case studies in an easy to understand digestible format.
- iv) Housing Management Advisory Board to publish a clear roadmap of achievements the Board wanted to see in relation to Housing Management KPIs, with accompanying timelines.
- v) Housing Management Improvement Board to strengthen and structuralise the tenant voice, including the creation of a resident association in every Council estate in the borough.

9. Community and Wellbeing Scrutiny Committee Work Programme 2025-26

The Committee noted the Work Programme.

10. **Community and Wellbeing Scrutiny Committee Recommendations Tracker**


The Committee noted the recommendations tracker.

11. **Any other urgent business**

None.

The meeting closed at 8:20 pm
Councillor Ketan Sheth, Chair

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	Community and Wellbeing Scrutiny Committee 19 January 2026
	Report from the Corporate Director of Neighbourhoods and Regeneration
	Leader – Councillor Muhammed Butt
Emergency Planning and update on Casey Review	

Wards Affected:	All
Key or Non-Key Decision:	Non-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>	Chris Whyte Director Public Realm chris.whyte@brent.gov.uk Simon Finney Head of Neighbourhood Management simon.finney@brent.gov.uk Susana Figueiredo Control Operations Manager susana.figueiredo@brent.gov.uk

1.0 Executive Summary

- 1.1 This report provides scrutiny members with an update on the Council's emergency planning, licensing enforcement and multi-agency coordination in relation to major events at Wembley Stadium. It follows the scrutiny work undertaken in 2021 after the UEFA Euro 2020 Final and the subsequent Casey Review.
- 1.2 The report sets out the progress made in implementing the review's recommendations, the current governance and operational arrangements now in place, and how risks are managed as the number and scale of events at Wembley Stadium increase. It also highlights areas where further work is underway to strengthen assurance, particularly around corporate emergency response arrangements and recovery planning.

2.0 Recommendation(s)

- 2.1 That the Committee notes the progress made since 2021 in strengthening event governance, emergency planning and enforcement arrangements, and the steps taken to embed learning from the Casey Review.
- 2.2 That the Committee notes the areas identified for further development, including continued work to strengthen Corporate Gold and Silver understanding of the Council's operational role at Wembley Stadium and the planned programme of joint briefings and exercises.

3.0 Detail

3.1 Contribution to Borough Plan Priorities & Strategic Context

- 1.1.1. The arrangements described in this report support Borough Plan priorities relating to safer communities, effective partnership working and the delivery of visible, well-managed public realm services.
- 1.1.2. For scrutiny purposes, the report demonstrates how the Council has moved from a predominantly reactive response in 2021 to a more structured, risk-based and strategically coordinated model for managing major events, with clearer accountability and stronger partnership governance.

3.2 Background

1.3.1. Post Casey Review

- 1.3.1.1. The scrutiny review undertaken in 2021, following serious disorder at the UEFA Euro 2020 Final, identified significant weaknesses in crowd management, alcohol control, emergency preparedness and multi-agency governance. The Casey Review provided a clear set of recommendations aimed at preventing a recurrence.
- 1.3.1.2. Since then, the Council has worked with the FA, Metropolitan Police, emergency services and other partners to embed those recommendations. This has included the introduction of a sterile Zone Ex, enhanced PSPO enforcement, clearer command and control arrangements, improved licensing controls and more robust planning, briefing and debriefing processes.

1.3.2. Best In Class

- 1.3.2.1. Best In Class (BIC) is a framework put in place in 2018 to assist in a joined-up approach between Brent Council, Quintain and the FA in relation Wembley Stadium event days. Regular meetings are held to discuss emerging issues and outstanding matters, ensuring that decisions are made collaboratively. However, during an event day, the

responsibility and accountability are shared amongst partners. Although there may only be one overall decision maker, the other stakeholders have oversight of those decisions.

1.3.3. General Internal & External Partnerships

1.3.3.1. *WSAG*

The Wembley Safety Advisory Group meets as and when necessary and includes all relevant stakeholders. The primary focus of this group is event safety.

1.3.3.2. *Brent Debrief*

Debriefs are an important part to the Wembley Stadium operation as it addresses issues, helps improve future events and ensures compliance. It also guarantees accountability, improves efficiency, and strengthens collaboration.

1.3.3.3. These debriefs include internal Brent Council staff and take place after every event, usually lasting for an hour. It includes management from Highways, Public Safety, Licensing & Trading Standards, Neighbourhood Management, Parking and Enforcement. The meeting assesses the success of the event and identifying what could be improved for future events. It also allows for collective feedback in preparation for the Zone Ex meeting.

1.3.3.4. *Zone Ex*

Zone Ex meetings include stakeholders involved in Wembley Stadium events and take place bi-monthly, usually lasting an hour. It includes all Brent Council departments mentioned above and in addition the FA, Wembley Park, Quintain, British Transport Police (BTP) and Met Police. With links to transport services such as TFL and Chiltern Railway and contractors such as Six Degrees, Event People and Veolia, the meetings make for a well-rounded, encompassed collaboration between all.

1.3.3.5. As per the Brent debrief it assesses the success of each event and identifies improvements. The meeting also provides updates on future events with discussions taking place surrounding these.

1.3.3.6. *WSTOG*

The Wembley Stadium Transport Operations Group (WSTOG) meet monthly to discuss anything related to transport and travel to and from Wembley Stadium. It is chaired by the FA and Brent Highways team and includes Brent Council, the Met Police, Transport Providers, BTP and Quintain.

1.3.3.7. *Wembley Partners*

This group meet as and when required and includes Quintain, Brent, and the FA and includes discussions surrounding event safety and operational approach including the level of risk and resources needed.

1.3.3.8. *HVM Working Group*

This group meet quarterly to discuss Hostile Vehicle Mitigation (HVM) in particularly liability for gaps on the Wembley Park Estate. It is chaired by the Counter Terrorism Police and includes Brent's Public Safety and Highways teams, Quintain and the FA.

1.3.3.9. *Wembley Business Partners*

This group meets monthly and consists of the major businesses in the area. Discussions include issues that may affect the Wembley Park Estate and provides updates on work being undertaken.

1.3.4. Event Structure

- 1.3.4.1. An event operations structure has been created with clear levels of responsibility and reporting lines for staff working events. It includes five tiers of responsibility ranging from officer level to Safety Advisory Group Lead.

1.3.5. Determining the risk level

- 1.3.5.1. There are three levels of risk determined for each event, namely the event itself, staffing levels, parking and lastly the supply of alcohol.
- 1.3.5.2. The level of resource required for each event is based on pre-agreed risk tiers for each event which are based on the likely risk of traffic, pedestrians, undesirable or antisocial behaviour, criminal activity linked to certain event types and demand due to number of attendees or the event profile. Criteria that are considered when determining risk include event type (trophy, friendly, international, club, etc.), reputation of attendees, audience profile (for boxing, wrestling, concerts, etc.), total attendance, event or team history, current intelligence, method of travel and origin of travel.
- 1.3.5.3. The Council resource required for each tier includes the various roles required to deliver an appropriate command and control structure for event day operations and the typical minimum number of officers required to fill each position on event days is determined according to such risk.
- 1.3.5.4. To control the levels of anti-social behaviour and disorder associated with particular events, work was carried out with the off licences and supermarkets to include two risk levels: Low and High. Similar to determining the risk level for events, the risk level for the consumption of alcohol looks at the same factors but focusses mainly on the event profile and intelligence provided by the Police and event promoters. Previous behaviour by attendees at other venues can also contribute to a decision on risk level.
- 1.3.5.5. Further work was carried out with on-licences such as pubs, bars, and restaurants to ensure they have measures in place to offset ASB and

disorder. This includes Premises Licence conditions such as, an increased number of SIA security, no off supply of alcohol, polycarbonate or other appropriate vessels, the prohibition of live games shown in Wembley Stadium, provision of risk assessments including capacity, etc.

1.3.6. Public Spaces Protection Order (PSPO)

- 1.3.6.1. The Council's PSPO amongst other things, regulates street drinking. The communication for the PSPO includes signage placed on the public highway and in parks. The council is also currently in communication with all premises responsible for the supply of alcohol and works closely with them to ensure that at high-risk events, the supply of alcohol is limited to local residents. This communication also includes the risk rating of each event, giving businesses the opportunity to put measures in place where necessary
- 1.3.6.2. The PSPO also regulates other anti-social behaviour such as urination, the use of flares, littering, spitting and street trading. The PSPO is currently being reviewed and will be updated from February 2026.

1.3.7. Documentation

- 1.3.7.1. Various documents ensure each event is planned and co-ordinated across all relevant stakeholders. This includes but is not limited to Brent Council's Operational Plan, a Parking Event Plan and an Event Specific External Footprint Management Plan (ESFMP). It ensures a smooth operation, enhances safety and improves the overall experience for attendees, residents and businesses in the surrounding area.

1.3.8. Communication

- 1.3.8.1. Meetings with relevant football clubs take place prior to each event, who in turn advise fans of what is expected of them when they attend Wembley. This strengthens the communication with event day ticket holders. These meetings bring together football clubs, Brent Council, the FA, the Met Police, Dedicated Football Officers (DFOs), and other key stakeholders, including fan and disability groups and facilitate two-way communication, allowing Brent, the Met Police, and the FA to outline their expectations for attendees. This information can then be shared with ticketholders via email or published on the club's website.
- 1.3.8.2. In addition to this a webpage has been created to cascade information related to fan behaviour including prohibited street drinking, the lighting of flares and urination. This webpage is placed on the club's website in addition to the clubs messaging.
- 1.3.8.3. A webpage has also been created to communicate with local on and off licences. This webpage provides the risk rating and guidance on ensuring a safe and well managed establishment.

- 1.3.8.4. The FA provide a Community Factsheet which includes details of each event, such as key event details and road closures.
- 1.3.8.5. A quarterly meeting is held at the Wembley Stadium for Resident Associations that live in the Wembley Park footprint. These meetings allow the Stadium to update residents on future events and any plans that may affect the community. The residents are also given an opportunity to bring forward any issues which the Stadium then address in the moment or at an agreed future date.
- 1.3.8.6. The 'Love Football Protect the Game' campaign was activated around matches towards the end of the 2023/24 season and the campaign then relaunched for the 2024/25 season. This initiative looks at reminding fans of enhanced measures and tough sanctions in place to help keep matchday environments safe for all. By changing fan behaviour, negative impact on the local community is reduced.

1.3.9. Pre-event Walkabouts

- 1.3.9.1. Conducting a pre-event walkabout is essential to ensure the safety, accessibility and smooth operation of the event. It allows stakeholders to identify and address potential risks ahead of the event day. To deliver a safe and successful event, stakeholders go over any final issues that have either been missed or since their last check, require further measures.
- 1.3.9.2. The walkabout is usually carried out the day before an event or alternatively as close to the event as possible to ensure all issues are identified and is attended by the Public Safety officer and Neighbourhood Manager from Brent Council, the FA and Quintain.
- 1.3.9.3. The walkabout includes but is not limited to, access to the Stadium, safety and security measures, crowd management, traffic and transport management, licensed street traders and merchandise units, signage and wayfinding, emergency services and access and toilets.

1.3.10. Briefings

- 1.3.10.1. Briefings are essential to ensure all teams are aligned and working towards the same goals. It allows for last minute updates to be communicated, including intelligence or risks to the area. It also provides an opportunity to go over key messages and logistics that may otherwise have been overlooked in documentation such as the Operational Plan. Briefings include Officer Safety and Command briefings held by the Stadium and the Enforcement and Highways briefing held by Brent Council.

1.3.11. Zone Ex Control Centre (ZECC)

1.3.11.1. The Zone Ex Control Room (ZECC) was formed in 2023 in response to a need to create a joined-up approach between all stakeholders. Facilitating one location where all major stakeholders are offers several advantages including but limited to real-time decision making, reduced miscommunication, an integrated response, ability to share information more readily.

1.3.12. CCTV Provision

1.3.12.1. The ZECC contains access to various CCTV systems with visibility across the Wembley Park Estate. It includes cameras owned and managed by the FA, Quintain and Brent Council. It assists in preventing bottlenecks and helps to manage crowd density, allows for the detection of suspicious behaviour and an efficient response to incidents and emergencies.

1.3.13. Event Day Cleansing, Bins & Toilets

1.3.13.1. Event day cleansing is carried out by Brent's contractor, Veolia, as a shared cost paid for extension of their usual contract. This includes pre-event, during-event, and post-event cleanup of the Wembley Park area and surrounding access points to Wembley Stadium. Veolia operates proactively to keep the area clean and free from obstructions, as well as reactively in response to requests from the ZECC.

1.3.13.2. On event days, 1100-litre bins are used as part of the FA's Best In Class (BIC) operation to enforce the 'no consumption of alcohol' provision under the PSPO. Attendees are required to surrender both open and closed alcohol containers into these bins once within the Wembley Park footprint. In addition to alcohol containers, the bins also serve to collect other common items such as sandwich wrappers and coffee cups, helping to keep the area clean and free from litter.

1.3.13.3. As part of the Best In Class (BIC) initiative, the FA ensures the provision of toilets across the estate. This provision is essential in minimising disruption to residents and local businesses. It not only prevents attendees from publicly urinating, which could be off-putting for some, but also helps maintain hygiene, keeping the area clean and free from unpleasant odours. The availability of toilets enhances convenience for attendees and visitors, and in the case of a team split, it helps prevent fans from mixing while searching for facilities. Overall, providing adequate toilet facilities significantly improves the atmosphere, making the area more welcoming.

1.3.14. Fan Zones

1.3.15. In response to Baroness Casey's recommendation to establish an alcohol-free zone, Wembley Stadium has introduced dedicated fan zones for attendees. The existing on-licence venues can accommodate up to 10,000 customers. However, with a stadium capacity of 90,000,

additional provisions have been made to ease pressure on these venues. The East Village can accommodate an additional 2,500 customers, while the West Village provides space for a further 1,500.

1.3.16. Emergency Planning

- 1.3.16.1. Corporate Gold and Silver are now more fully incorporated into Wembley Stadium event arrangements. Their details are included within event Operational Plans and, on event days, they are in direct contact with the Event Management team via a dedicated WhatsApp group.
- 1.3.16.2. This change followed a multi-agency exercise held in January 2024, which highlighted the need to align the Council's emergency response arrangements more closely with the management of major events. Improved communication has already resulted in quicker activation of emergency response arrangements for a small number of incidents within the event footprint that were not directly related to the event itself, with issues escalated to the on-call resilience advisor before emergency services made contact.
- 1.3.16.3. There is further work to do to ensure that Corporate Gold and Silver fully understand the Council's operational role in delivering events at Wembley Stadium. To address this, a joint briefing with Emergency Planning and Resilience has been scheduled for January 2026, and opportunities for Gold and Silver officers to shadow the events team will be offered.
- 1.3.16.4. Risk assessments are provided for those officers working on event days including Safe Systems of Work (SSOW) to ensure work activities are carried out safely, reducing the risk of accidents and injuries.
- 1.3.16.5. In addition to this, all officers regardless of level are required to undertake ACT and SCan training. These government training initiatives are designed to help individuals and businesses recognise and respond to potential terrorist threats.
- 1.3.16.6. Event day working currently operates the 'Run, Hide, Tell' guidance to help respond to a terrorist or active shooter incident. It provides clear, simple instructions to maximise personal safety in such high-risk situations.

1.3.17. Wider Impact

All areas beyond the Zone Ex area (i.e. the area immediately surrounding Wembley Stadium) are being taken into consideration during routine event day planning and event activities delivered on the day. This includes areas such as Wembley Park, Wembley Central and even Kilburn where we officers have been made aware that there may be a high number of visitors and therefore potential fan related ASB issues. The council's PSPO, CCTV Control Room and relationship with

our partners such as the Metropolitan Police now extends across the whole borough in order to address the wider event day impact on the area by assisting us in monitoring and managing event related ASB as it occurs in the outlying areas as well.

4.0 Stakeholder and ward member consultation and engagement

- 4.1 The Council operates a well-established multi-agency framework to support event planning and delivery, including WSAG, Zone Ex meetings, WSTOG and Best in Class arrangements. These forums provide assurance around risk management, accountability and escalation.
- 4.2 Ward members are engaged through briefings and responses to enquiries, while residents and businesses are engaged through community factsheets, resident meetings and targeted communications undertaken by the FA. Feedback is considered as part of post-event debriefs and informs ongoing improvements, which is of particular relevance given the increased number of events.

5.0 Financial Considerations

- 5.1 Event operations are largely delivered by the FA. However, the increase in event numbers presents a continuing pressure on staffing and contractor capacity. This is kept under review to ensure that arrangements remain sustainable.

6.0 Legal Considerations

- 6.1 The Council's role is underpinned by statutory duties relating to licensing, highways, public safety and enforcement. Clear governance arrangements, documented Operational Plans and defined decision-making responsibilities provide assurance that legal obligations are met while supporting effective partnership working.

7.0 Equity, Diversity & Inclusion (EDI) Considerations

- 7.1 Scrutiny members should note that event planning takes account of the Public Sector Equality Duty, including accessibility, crowd safety and the protection of vulnerable groups. Engagement with disability groups, residents and community representatives supports inclusive planning and risk mitigation.

8.0 Climate Change and Environmental Considerations

- 8.1 Environmental impacts, including waste, cleansing and transport disruption, are actively managed through coordinated operational planning. Contractors and partners play a key role in minimising environmental impact and maintaining the public realm during and after events.

9.0 Human Resources/Property Considerations (if appropriate)

- 9.1 Event delivery relies on trained and authorised officers, supported by contractors. Staffing, rotas and welfare arrangements are managed to ensure resilience, compliance with working time regulations and officer safety during high-intensity operations.

10.1 Communication Considerations

- 10.1 Clear communication is central to risk management. The inclusion of Corporate Gold and Silver within event-day communication channels has strengthened escalation routes and situational awareness. Post-event debriefs provide an opportunity for scrutiny-relevant learning and assurance.

Report sign off:

Jehan Weerasinghe

Corporate Director, Neighbourhoods and Regeneration

 Brent	Community and Wellbeing Scrutiny Committee 19 January 2026
	Report from the Corporate Director of Residents and Housing Services and the Corporate Director of Children Young People and Community Development
	Cabinet Member for Customer Experience, Resident Support and Culture (Cllr Promise Knight) and Cabinet Member for Children, Young People & Schools (Councillor Gwen Grahl)
Tackling Poverty in Brent	

Wards Affected:	All
Key or Non-Key Decision:	Non-key
Open or Part/Fully Exempt: (If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)	Open
List of Appendices:	Appendix 1 – Temporary Accommodation usage figures Appendix 2 – Child Poverty and Free School Meal figures Appendix 3 – Summary of current poverty commitments
Background Papers:	Poverty Commission Report
Contact Officer(s): (Name, Title, Contact Details)	Andrew Phillips Strategy Lead Policy Andrew.phillips@brent.gov.uk Tom Pickup Policy and Performance Manager Tom.pickup@brent.gov.uk Jon Cartwright Head of Change and Customer Insight Jonathan.cartwright@brent.gov.uk

1.0 Executive Summary

- 1.1 This report is requested as a follow-up to the previous scrutiny session on poverty and cost-of-living issues. It provides a detailed, evidence-based update on Brent's progress and challenges in implementing commitments related to poverty reduction, cost-of-living support, housing and child poverty alleviation.

2.0 Recommendation(s)

The Committee are asked to:

- 2.1 Note the council's progress on tackling poverty since the Poverty Commission in 2021.
- 2.2 Note the approach to tackle poverty across the following key areas: Response to the cost-of-living crisis, Housing and Homelessness and Child Poverty.

3.0 Detail

3.1 Contribution to Borough Plan Priorities & Strategic Context

- 3.1.1 This report contributes to all the Borough Plan priorities, with the Borough Plan itself underpinning the council's commitments to tackling poverty, as well as strategies underneath this including the Brent Youth Strategy, Health and Wellbeing Strategy, Climate and EDI Strategy.

3.2 Background

- 3.2.1 The Joseph Rowntree Foundation defines poverty as "occurring when a person's material resources do not meet their minimum needs for everyday living, including the social participation expected in society."

In Brent, tackling poverty means a commitment to building a borough where every resident has the opportunity to thrive. Tackling poverty is central to this vision. We know that poverty is not just about income; it affects health, education, housing, and overall wellbeing. That's why our approach is holistic, resident-focused, and rooted in fairness.

We are working to continue to reduce inequality and support those most affected by the cost-of-living crisis through practical, targeted measures. This means investing in services that make a real difference: from expanding access to affordable housing and childcare, to strengthening employment pathways and skills development, and income/benefit maximisation. We are also prioritising early intervention through Family Wellbeing Centres, ensuring families receive support before challenges escalate.

Our approach is guided by collaboration, with local partners, voluntary organisations, and residents themselves. We are committed to protecting essential services, providing emergency assistance where needed, and creating long-term solutions that break the cycle of disadvantage.

This report reflects our determination to act with compassion and ambition. Every initiative is designed with one goal in mind: to help those who need us most and to create a fairer, more inclusive Brent for everyone.

3.2.2 The Poverty Commission: Setting the Context

The Brent Poverty Commission was launched in January 2020 by Brent Council to examine the scale and drivers of poverty across the borough. Chaired by Lord Richard Best and supported by a panel of experts, frontline practitioners, and residents, the six-month review provided a comprehensive assessment of the challenges facing Brent. In its final report, published in August 2020, the Commission set out more than 40 recommendations for action. The recommendations were completed following the council's action plan, focusing on the interconnected themes of Housing, Economy and Jobs and Financial exclusion and Local Welfare.

The Poverty Commission provided a clear framework for tackling inequality and improving life chances across the borough. Its recommendations were grouped under three core themes: Housing, Economy and Jobs, and Tackling Financial Exclusion. These themes remain central to our work, but the landscape has evolved significantly since the Commission's report, shaped by new challenges such as the pandemic, the cost-of-living crisis, and shifts in national and local policy. Poverty is not just about low income; it is a lived experience shaped by factors such as housing, employment, health, education, and access to support. For residents, poverty can mean choices no one should have to make: between heating and eating, paying rent or buying essentials, or sacrificing opportunities for themselves or their children.

There is no single measure that fully captures this complexity. Statistics tell part of the story, but they cannot reflect the daily realities faced residents. For that reason, this report takes a broad approach, looking across multiple indicators and themes. By doing so, we aim to provide a more complete picture of poverty in the borough and how the council is tackling this. This report provides an overview of the current position on the key areas highlighted by the Poverty Commission, alongside Brent's broader approach to tackling poverty. It also includes updates on priority issues requested by the Committee and a summary of other areas identified by the Poverty Commission, including the council's efforts to tackle period poverty (section 5.8 of this report.)

3.2.3 Poverty Commission recommendations and Delivery Plan

The Poverty Commission set out three key themes for tackling inequality: Housing, Economy and Jobs, and Financial Inclusion and Local Welfare. All actions identified by the Commission were completed as part of the council's [Delivery Plan](#) in 2021. Since then, the council has driven forward meaningful progress to build on the positive work of the Commission, highlighted throughout this report.

3.2.4 *Looking Ahead*

This progress demonstrates how the council has adapted to changing circumstances while maintaining the spirit of the Poverty Commission's recommendations. The following sections of this report will build on this foundation, providing an overview of poverty in the borough, as well as how the council will continue to tackle poverty and inequality through the key themes: A summary of current poverty levels in Brent (Section 3.2.6), Employment support (Section 4.0), Cost-of-Living support (Section 5.0), Housing and Homelessness (Section 6.0) and Child Poverty (Section 7.0).

3.2.5 *Poverty in Brent – where we are now*

Since the commission's findings, Brent, alongside the rest of the country, has faced additional pressures from national and global events. The Covid-19 pandemic, soaring inflation, rising food and fuel costs, a deepening housing crisis, an ageing population, and persistently high levels of child poverty have all combined to create a severe cost-of-living emergency for many residents. To help provide an overview of poverty in the borough, this report draws on evidence from a range of sources including local and national data, as well as Brent's own strategies and plans.

Poverty in Brent – the current picture

- Brent has a poverty rate of 33%, the seventh highest rate in London. This indicator presents the percentage of people living in poverty (Trust for London, 2023/24).
- The latest data for April 2025 suggests that currently, around, 3,680 Universal Credit households in Brent are adversely impacted by the two-child limit – the 14th highest in England. A total of 13,620 children in Brent live in these households. (Brent Open Data)
- Brent is relatively more deprived in 2025 than in 2019 (Indices of Deprivation, further information in section 3.2.6).
- 12% of households in Brent are experiencing fuel poverty (Trust for London data, 2021)
- 18.2% of Brent residents are on out-of-work benefits, the 5th highest rate in London (Trust for London, Q4 2024).
- Temporary accommodation tenancies have increased by 55% since 2021.

3.2.6 Indices of Multiple Deprivation 2025 – changes in Brent

Brent has become relatively more deprived compared to 2019, according to the latest [Index of Multiple Deprivation](#) (IMD) analysis. IMD ranks every small area in England, known as Lower Super Output Area (LSOA), across seven domains: including income, employment, health, education, housing, crime, and living environment, to provide a total measure of deprivation.

For Brent's 181 LSOAs:

- 31% remained in the same deprivation decile,
- 11% improved by one decile,
- 58% moved into a more deprived decile.

The overall pattern of deprivation remains concentrated in Stonebridge, Roundwood, and Harlesden & Kensal Green, with Dollis Hill and Welsh Harp now joining these areas. A significant rise in income deprivation scores reflects changes to IMD methodology, which now accounts for housing costs, which provides a more accurate picture of residents' lived experience rather than an actual increase in income insecurity. Housing costs have now also been recognised in the local government finance settlement in December 2025, where this issue has been included in funding allocation to local authority areas, including outer London boroughs like Brent.

The table below shows the headline changes in the key measures from 2019 to 2025:

Measure	2019	2025
Income Deprivation Score	15.5%	36.7%
Income Deprivation Affecting Children (IDACI)	18.2%	58.7%
Income Deprivation Affecting Older People (IDAOPI)	25.8%	33.1%
Employment Deprivation Score	9.7%	14.6%

3.2.7 Social Progress index

Brent's [Social Progress Index](#) (SPI) is a ward-level data tool designed to measure outcomes for residents beyond economic indicators.

The SPI 48 indicators across three dimensions:

- Basic Human Needs (shelter, safety, nutrition, health)
- Foundations of Wellbeing (education, access to information, environmental quality)

- Opportunity (inclusiveness, personal freedom, access to advanced education).

The SPI also highlights correlations between non-economic factors, such as educational attainment, health outcomes, and housing conditions, and economic measures like employment rates, income levels, and financial resilience. For example, areas with lower qualification levels often show higher unemployment and economic inactivity, while poor housing quality can compound health issues that limit workforce participation.

These relationships highlight why tackling poverty requires more than economic interventions alone. Improvements in areas including education, health, and housing are essential to enabling economic opportunity for residents. To help understand these links better, these insights are now embedded into the council's Equality Impact Assessments through the council's recent adoption of the Socio-Economic Duty, strengthening our commitment to tackling poverty by ensuring socio-economic status is considered as an internally recognised protected characteristic.

3.2.8 *Current Poverty Commitments*

Appendix 3 illustrates a summary of Brent's current commitments to tackling poverty. Despite no single approach, tackling poverty is an inherent part of the council's culture as reflected in the range of strategies and commitments outlined in the appendix. This ethos to tackling poverty reflects the political values, organisational culture and our communities' values.

4.0 **Employment Support**

Secure employment, good pay and education all have an impact on poverty levels. While school academic outcomes in Brent are strong, vocational outcomes and opportunities for well-paid local work for residents are areas to be improved upon. Some of the key statistics around Brent's population relating to economy, employment and jobs in Brent are summarised below and will form part of a new Council strategy on employment and skills to be completed in spring 2026.

- **Demography.** Brent is a diverse borough in north-west London with a population of 339,816 as of the 2021 Census. A significant portion of its population (56.1%) was born outside the UK and median age is 35.5 years. A key demographic advantage for Brent is that nearly 70% of the population is of working age (16-64 years)
- **Employment and inactivity.** Brent has a high level of economic engagement amongst its working-age residents. The economic activity rate for people aged 16-64 was 84.4% between April 2024 and March 2025, which is higher than both the national (78.5%) and London (79.6%) averages. Also, the unemployment rate in Brent was 7.1% for the same period, which is higher than the national rate

- **Economic inactivity.** Brent's economic inactivity rate for the 16-64 age group was 15.6% between April 2024 and March 2025, which is below the national (21.5%) and London (20.4%) averages. A significant proportion of this inactivity is linked to students, which accounted for 44.9% of the economically inactive population in Brent, compared to 26.9% nationally.
- **Female employment.** There is a gender gap in the labour market. The economic activity rate for males in Brent is 90%, compared to 78.9% for females. The male employment rate is 88.6%, while for females it is 70.6%. The self-employment rate for males is higher than the national average, but the sample size for female self-employed people is too small to provide a reliable estimate
- **Businesses.** The vast majority of businesses in Brent are micro-businesses, employing 0 to 9 people (92.1% of all businesses)
- **Skills and employability initiatives.** Brent Start had 2,273 students and 7,022 enrolments in the 2023/24 academic year. The most popular area of study was English for Speakers of Other Languages (ESOL), with 29% of learners.
- **Brent Works** focuses on recruitment and apprenticeships and recently organised a jobs fair at Wembley that attracted over 9,000 people
- **The Shaw Trust** runs programs such as "Connect to Work" and "WorkWell" for supported pathways into employment, which is detailed in section 4.2.

4.1 *Employment support for residents*

Practically, the council has worked on initiatives to improve employment opportunities for residents, as well as fostering a community-based approach and ensure that there is capacity for community organisations to make a difference. Some of the key achievements are summarised below:

- Launch of *Brent Good Work Standard* to improve employment opportunities and workplace standards, whilst gaining recognition as accredited Brent Good Work Standard employers. Participating employers focus on four key pillars:
 - Promoting workplace wellbeing
 - Encouraging diversity and inclusive recruitment
 - Providing skills development and progression opportunities
 - Paying the London Living Wage
- The employment team has continued to advocate for Disability Confident Employers in the borough which now encompasses 39 companies.

- Brent Works continues to host a range of employability focused workshops and events to promote careers and training opportunities with a particular focus on growth sectors in the borough. This includes the Wembley Jobs Fair and multiple smaller events linked to National Apprenticeship Week, National Careers Week and International Women's Day, as well as localised events to target key opportunities, such as NHS roles, in more deprived areas of the borough.
- Significant progress is underway to restore Picture Palace and transform it into a vibrant, community-managed space. This initiative aims to preserve the building's cultural heritage while creating an inclusive hub for local residents, offering opportunities for arts, events, and social activities. By returning the Picture Palace to community use, we are fostering a sense of ownership, encouraging collaboration, and ensuring the space serves as a catalyst for creativity and social connection.
- Social value commitments include the offer of specialist training to upskill local talent, foster inclusivity and build long-term capacity. In addition, we create meaningful opportunities for collaboration and engagement with residents, businesses, and community organisations, promoting shared ownership of outcomes and driving sustainable social impact.
- The spring 2026 employment and skills strategy will aim to better co-ordinate local arrangements and ensure the Council is best placed to take advantage of regional and national funding opportunities.

4.2 *Supported Pathways*

The Shaw Trust has been commissioned by Brent, the GLA and the West London Alliance to undertake work into supported pathways into employment. Programmes include:

- **Connect to work:** Designed to help people with barriers to employment (e.g. health conditions, long-term unemployment) gain access to personalised employment support. It focuses on people who may not qualify for mainstream services. Once in employment, the programme continues to work with the person to help them sustain their newly found role.
- **WorkWell:** This is a free service for people who are in a job or looking for one but need support with health-related challenges.
- **MSK Trailblazer:** This is a support service offering free gym membership, physiotherapy, and 1:1 job coaching to residents with joint, bone, or muscle conditions. MSK Trailblazer is funded by the DWP via the GLA

5.0 **Brent's response to the Cost-of-Living Crisis / Support Grants and Funds**

The below information summarises Brent's support to residents struggling with the cost-of-living crisis, including the number of residents in receipt of support around housing, food and council tax support. Additionally, this section covers interventions in conjunction with the voluntary and community sector, through

Brent Hubs and food initiatives with Sufra. These interventions provide residents with crucial financial and wellbeing support, including the positive impact of the New Horizon Centre, which is covered in section 5.5 of this report.

5.1 *Discretionary Housing Payments*

The Discretionary Housing Payments (DHP) allocation for Brent for the period 1 April 2025 to 31 March 2026 is £1,620,155. DHP provides short-term, flexible support to residents who receive Housing Benefit or the housing costs element of Universal Credit but are struggling to meet their full housing costs. This support can help cover rent shortfalls, assist residents with rent arrears to maintain their tenancy, and contribute to moving costs when relocating to more affordable or suitable accommodation. DHP can also help address financial pressures arising from welfare reforms, including the benefit cap, under-occupation (bedroom tax), or Local Housing Allowance shortfalls.

Between 1 April 2025 and 30 October 2025, a total of 382 cases were awarded DHP, amounting to £857,000. Demand for DHP payments remains high, with a significant proportion of applications resulting in awards. At the time of writing, the council is in the process of assessing a further 380 applications. Current forecasts indicate that the full DHP allocation will be utilised by 31 March 2026.

5.2 *Allocation of Household Support Funding*

For the financial year 1 April 2025 to 31 March 2026, the DWP allocated £4.9 million in Household Support Funding to Brent. Under the quarterly return process, we have submitted returns covering the period 1 April 2025 to 30 September 2025 and has thus far received £2,846,866.46. The £4.9 million in funding has been allocated across a number of programmes, as set out below, and we anticipate fully utilising all funds by 31 March 2026.

Table: Household Support Fund Costs 25/26

Household Support Fund Costs 25/26	25/26 programme costs
Funding for CRF and RSF payments (All households – top up the Resident Support Fund and provide ongoing reactive crisis support through the online application process.	£1,565,482
Food vouchers up to an including October 2025 half term. Total of 8 weeks for approximately 10,652 @£15	£1,278,240
Food vouchers Xmas 2025, February Half Term, Easter 2026 Total of 5 weeks for approximately 11,867 @£15	£798,900
Sufra CWS contract	£400,000

Grant for Alpertown Employment & Skills (Grand Union Employments and Skills Hub with London's Community Kitchen)	£20,000
Grant for debt advice provision (CAB started December 2024, 3 years plus 1 plus 1)	£100,000
Sheriff Centre debt advice to March 2026	£40,000
Grant for immigration advice provision	£53,200
Grant for additional food support initiatives	£10,000
Top up for Credit Union loan fund	£100,000
Well and Warm	£136,000
Administration costs	£400,000
Total costs	4,901,822

5.3 *Credit Union*

From 1 April 2025 to 30 October 2025, the Credit Union received 72 applications, of which 22 loans were approved and disbursed, totalling £122,000 in lending. The Credit Union provides a community-based, not-for-profit service offering safe and affordable savings and loan products. It supports residents in managing their finances, helping to reduce reliance on high-cost credit and promoting financial resilience.

5.4 *Community and Partnership Work*

Brent Hubs provide support to residents who face barriers in accessing mainstream services. This includes issuing vouchers to residents in urgent need of food or fuel support, as well as making referrals to food aid providers and utility support schemes. Between 1 April 2025 and December 2025, 1,137 residents have been supported with food and fuel needs through referrals to food banks.

Brent Hubs have also contributed significantly to the Warm Spaces initiative, including hosting Green Doctor surgeries at Willesden and Harlesden. In addition, community engagement activities, such as the regular coffee mornings in Kilburn, which attract approximately 25 residents per session, continue to strengthen local connections and reduce isolation.

In 2025, the most common issues residents sought support with at the Hubs were:

- Council Tax: 2,537 enquiries (18%)

- Form Filling: 2,472 enquiries (17%)
- Housing and Homelessness: 1,850 enquiries (13%)
- Food and Fuel: 1,627 enquiries (12%)
- General Enquiries: 1,578 enquiries (11%)

The remaining 29% of enquiries related to a wide range of other support needs, including employment, debt and money advice, and immigration support.

5.5 *The New Horizon Centre*

The New Horizon Centre, through joint working with Sufra, launched in January 2025, providing integrated food aid, advice, and wellbeing services to support Brent residents facing hardship. The allocation to this project is £400K. Below are the current statistics to 30 October 2025.

Table: New Horizon Centre support:

Indicator	Statistics
Applications	719
Memberships Started	382
Average Conversion Rate	66.80%
Community Shop Visits	3800
Café Visits	4,755
Community Kitchens (Evening Meals)	8121
Advice Appointments	320
Wellbeing Event Attendees	382
Partner Sessions in Space	147
Partner Drop-in Attendees	467

5.6 *Council Tax Support*

Brent's Council Tax Support Scheme is a local scheme that provides financial assistance to eligible residents on a low income to help them pay their Council Tax bills. Support depends on a person's personal and household weekly income. In 2025/26, residents have been supported with:

- Total support for 2025/26 is £26.4m, with a breakdown of the number of residents supported in each ward below.

Table: Council Tax Support – number of residents supported

Wards	Number of Residents supported
Alperton	850
Barnhill	753
Brondesbury Park	988
Cricklewood & Mapesbury	1,162

Dollis Hill	1,817
Harlesden & Kensal Green	2,001
Kenton	702
Kilburn	1,858
Kingsbury	595
Northwick Park	365
Preston	516
Queens Park	1,025
Queensbury	664
Roundwood	1,941
Stonebridge	2,372
Sudbury	623
Tokington	375
Welsh Harp	1,100
Wembley Central	733
Wembley Hill	739
Wembley Park	426
Willesden Green	1,688
Total	23,293

5.7 *Council Tax Hardship Fund*

The Council Tax Hardship Fund is a short-term, one-off award to help residents who have tried to access all other forms of help and financial support to pay their Council Tax bill. So far this year, 430 residents have been supported through reactive support with £144,350 spent, and a further £1.3m will be awarded to residents who are financially struggling and are on Council tax Support in 2025/26. This proactive measure aims to prevent arrears and reduce the stress associated with Council Tax payments for those on low incomes.

By combining reactive assistance with planned future investment, the Council Tax Hardship Fund underscores the Council's dedication to protecting residents from financial exclusion and maintaining stability during times of economic uncertainty.

5.8 *Reducing Period Poverty through Period Dignity Brent*

As part of the recommendations from the Poverty Commission, Period poverty was identified to scrutiny as a key issue affecting poverty and women's health. An update on the project's progress was presented to the Community and Wellbeing Scrutiny Committee on 17 September 2025.

With social enterprise Hey Girls, the council has been piloting a new Period Dignity approach since November 2024. The language of 'Period Dignity' was chosen to reduce the stigma for people accessing support for period products. The pilot provides free disposable pads, tampons and reusable period cups

across 17 council owned sites: Brent Libraries, Family Wellbeing Centres, Kilburn Hub, The Living Room and New Horizon Centre. These sites encompass some of the council's core resident facing services including those already set up to support and provide a range of services for residents experiencing financial hardship. Since the committee were last updated on the project, the pilot has been extended, with a £30,000 budget over a three-year period coordinated by the Public Health team.

The table below shows the take up of products from the first phase of the pilot, up until August 2025:

Product distribution data

November 2024-August 2025					
	Number of sites	Requests of restock	Disposable Pads	Disposable Tampons	Reusable Period Cups
Libraries	6	27	11200	3264	288
FWC	8	18	6820	2688	120
Hubs (inc . New Horizons Centre)	3	4	2660	1920	84
Total	17	49	20680	7872	492

5.9 Future Planning

Household Income Maximisation

In early 2026 the council will build on the success of the Brent Hubs model by delivering a small-scale pilot of preventative support for low-income households. The council is in the process of implementing the LIFT (Low Income Family Tracker) tool. This is anticipated to be available from February and will give powerful insights into Brent's residents to identify the most vulnerable families, target support to them, and track the change. The pilot project will draw together staff from different teams within the council to test a more proactive approach to identifying and working with households that are identified as being at risk of financial hardship, debt or homelessness. We propose to test approaches to working with identified households to ensure that all forms of income maximisation are explored resulting in more sustainable financial or housing situations; this might include ensuring the household is in receipt of all benefits they are eligible for, identifying sources of discretionary support that could be accessed and/or considering routes to work. The overall

aim is to support households on low incomes with sustainable solutions to maximise their income and reduce the risk of debt or homelessness.

School Uniform Support Funding

The council will be delivering a pilot project to provide financial support to low-income households who have children entering school in Reception and Year 7 in September 2026. The aim is to alleviate some of the cost pressures that families will typically feel when having to purchase full school uniform for the first time. Research has shown that this pressure is felt most acutely as children enter their first year of either primary or secondary school. This project is funded through NCIL funding awarded for initiatives to address the cost of living and its impact will be evaluated after this pilot year. Additionally, the current Schools and Wellbeing Bill proposes a reduction in the amount of branded items a child must have when starting school which will also help to support households with budgeting.

6.0 Housing and Homelessness

Brent is committed to tackling the housing crisis through a mix of new-build council homes, affordable housing partnerships, and community-led schemes. While financial pressures have slowed some projects, the borough still expects to deliver many affordable homes by the end of 2026, including major developments in Wembley and Church End. Alongside new supply, Brent is taking robust enforcement action against rogue landlords, with borough-wide licensing and targeted inspections to protect tenants and raise standards in the private rented sector.

6.1 *Temporary Accommodation*

Brent faces unprecedented housing pressures, with demand for homelessness services far outweighing supply. Temporary accommodation is intended as a short-term solution while homelessness applications are assessed but rising rents and a shortage of affordable homes mean many families remain in TA for extended periods. The figures in Appendix 1 display the demand for Temporary Accommodation, as well as a breakdown by household type, with the level of single homelessness applications continuing to outstrip that of families.

The Preventing Homelessness Improvement Programme has now been established with agreed objectives and key results (OKRs). This focuses on preventing people from becoming homeless, aligning with Radical Place Leadership work and improving the service provided by our Housing Needs and Support department. This aims to eventually reduce the council's spend on temporary accommodation. Performance and progress is being reported through the Embrace Change Portfolio.

The Programme is building on and developing new initiatives to reduce and prevent homelessness, including:

- Working with Xantura to develop a data-led prevention approach that securely brings together data from across council services to identify households at risk of homelessness earlier, enabling proactive engagement and timely support before crisis point.
- Working with Greenlight to acquire self-contained leased accommodation at scale and step down the 100 most expensive temporary accommodation placements. We have already stepped down, moved on or discharged over 60 of the most expensive temporary accommodation placements.
- Developing incentives for private sector landlords, to increase the number of private rented sector studios and one-bedroom properties we can offer
- Developing a B&B elimination plan prioritising the removal of families with dependent children from B&B placements. The number families in B&B has dropped rapidly in accordance with our B&B elimination plan and currently stands at 8.
- Continuing work on the Find a place you can afford campaign, including trialling new incentives.
- Strengthening partnerships with ASC, CEF, Beam, Crisis, and community groups.
- Revitalising Housing Resolution Officers (HRO) team with a proactive approach, as well as embedding relational practice and wellbeing initiatives.

6.2 *Affordable Housing Delivery*

The council has a commitment to deliver 5,000 affordable homes in Brent by 2028, of which 1,700 will need to be delivered directly by the council. As at the end of March 2025, the council has delivered 758 affordable homes with a further 1,074 being built on site that are due to complete by March 2028.

The figures below show the breakdown of Affordable Housing Completions since April 2025:

Grand Union Phase 2: 115 homes (May 25)

Aneurin Bevan Court: 9 homes (July 25)

Fulton Road: 297 homes (September 25)

Total: 421 homes

A further 303 homes will be completed by the end of March 2026 with the remaining 353 homes to be delivered in future financial years and before March 2028.

6.3 *Private Rented Sector*

Brent Council's Cabinet approved the borough-wide Additional Houses in Multiple Occupation (HMO) Licensing scheme in October 2025. This new scheme applies to HMOs with 3-4 occupants in multiple households and comes into force on 2 February 2026, running until 2 February 2031. Applications opened on 17 November 2025, with licence fees set at £1,040, while early applications qualify for a reduced rate of £840.

6.4 *Find a place you can afford*

Even though Brent has been leading the way in building new homes, with the second highest number of new builds completed out of all the London boroughs over the past 10 years, our supply cannot cope with this surge in demand. To this end, the council launched the '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.

The campaign continues to be reviewed to adapt to new opportunities and needs. We will also continue to encourage and give frontline officers the space to suggest new initiatives and ways of working within their teams.

6.5 *Future Planning*

The Council has launched its new Housing and Homelessness Strategy, running from 2026-2031. The strategy was informed by a robust homelessness review, and sets out five outcome-based commitments, setting out how we intend to build upon the existing homelessness services we deliver to not only ensure that we meet our statutory obligations and strive to end homelessness in Brent, but that we also provide a service that is person-centred, prevention focused and forward thinking. Despite the track record of success on housebuilding, the council acknowledge the current viability challenges on the council's plans for self-delivering of new-build social rent schemes and that officers are exploring alternative approaches for addressing Brent's housing needs.

Additionally, the below figures show the breakdown of the Council-led delivery of affordable homes in 2025/26 and projections for 26/27.

Affordable Housing Currently on Site

- Clock Cottage: 13 homes (expected to complete Jan 26)
- Watling Gardens: 125 homes (expected to complete Jan 26)
- Pharamond: 10 homes (expected to complete Jan 26)
- Alperton Bus Garage: 155 homes (expected to complete Feb 26)
- Church End: 99 homes (expected to complete May 26)
- Wembley Housing Zone – 141 homes (expected to complete September 2026)
- Carlton & Granville – 18 homes (expected to complete August 2027)
- Neville & Winterleys – 95 homes (expected to complete September 2027)

Total: 656 homes

Affordable Housing with Planning Permission and currently under Contractor Procurement

- Edgware Road – 125 homes (target start on site date anticipated as September 2026)

Total: 125 homes

7.0 Efforts to tackle Child Poverty

Child poverty refers to children living in families whose income and resources are insufficient to provide an adequate standard of living; encompassing food, clothing, housing, health, education, and participation opportunities. Child Poverty Action Group (CPAG) describes it as insufficient income to afford the same essentials and societal participation that others enjoy.

While, as set out above, the Council is doing a lot to support families in the context of the cost of living and housing crises, mitigating the impact of poverty on children remains a core priority. Poverty impacts at each stage of a child's life from birth through early years and time at school to young adulthood. Children living in poverty tend not to perform as well at school as their peers and the gap can widen as they progress through school. We also know that poverty can impact on children's health and wellbeing as well as their education and learning needs. Disadvantages during childhood can influence long-term educational achievement, health and employment prospects, with the risk of perpetuating the cycle of poverty.

To mitigate the impacts of poverty on children, the Council has a number of intervention strategies in place, such as holiday food vouchers for children eligible for free school meals, extended until Easter 2027, ensuring consistent access to nutritious meals during school breaks. These interventions complement wider equity strategies, addressing the disproportionate impact of rising living costs on families with children. Brent's approach combines immediate relief with longer-term initiatives, such as community wellbeing support and youth engagement programmes through the Early Help offer, to tackle the impacts of poverty.

The council is actively implementing government initiatives that are part of the national Child Poverty Strategy, published in December 2025, aimed at supporting all children to achieve, as they emerge. This includes extension of the childcare/early education entitlement, free breakfast clubs, a focus on children's early years educational attainment, extending Free School Meal entitlement to all households in receipt of Universal Credit, continued delivery of the Holiday Activities and Food Programme and the Families First reform of children social care and early intervention support for families.

7.1 *Child Poverty Rates in Brent*

Child poverty is measured as relative low income after taking into account housing costs. Anyone living in a household with less than 60% of the income of a household in the middle (median) of the income distribution is defined as being in relative low income after housing costs. Data from the Trust for London shows that Brent's child poverty rates sit at 41% compared to the London average of 35% after considering housing costs, whereas this number is much

lower at 20% if they are not considered. Figures comparing Brent to other London Boroughs are included in Appendix 2.

7.2 *Free School Meals*

According to government data as of May 2025, 25.1% of Brent pupils are eligible for benefits-related Free School Meals (FSM) during term time, which is a 2% increase from 23/24, though slightly lower than the national average of 26.7%. Appendix 2 displays the breakdown of Free School Meals over the past four academic years in Brent. There is likely to be under representation of FSM applications in Brent due to some families' reluctance to come forward, but also because the national programme of all children in Key Stage 1 receiving free school lunches and the London Mayor's initiative to extend this to all children in Key Stage 2 has reduced parents' incentive to also formally apply for FSMs. The impact is a reduction on pupil premium funding that is awarded to schools to support children with their educational outcomes who are eligible for FSMs on poverty grounds. In autumn 2024, the local authority commenced a system of automatically enrolling eligible children for free school meals to ensure these children were benefitting from both free school meals and pupil premium funding through their schools and to better reflect what is considered to be a somewhat hidden problem. This has resulted in an additional 558 children and young people to date being registered for FSMs/pupil premium.

7.3 *Educational outcomes across all phases*

Disadvantaged children in Brent (those who qualify for pupil premium) are achieving well compared to disadvantaged children nationally, as set out in a report to the Community and Wellbeing Scrutiny Committee entitled Annual School Standards and Achievement 2023-24 on 25 April 2025. The report showed that from early years to GCSE level, pupil attainment levels were above the national average, outlined in the Annual School Standards and Achievement [report](#).

This reflects the targeted work that Brent Early Years settings and schools are undertaking to reduce the attainment gaps for children who are impacted by poverty. The importance of children's earliest years in shaping future life chances is recognised as a government priority through programmes such as Family Hubs and Start for Life. We know that many children impacted by poverty are not ready for school and multi-agency work is ongoing to ensure school readiness. This includes current work to develop an Early Years Strategy that will support the health, school readiness, safeguarding and inclusion of all children and provide a universal and targeted framework of support from pre-birth to age 5.

To improve longer-term outcomes, the recent Government expectation of all local authorities is an increase in the number of all pupils who are achieving a Good Level of Development (GLD) by the end of Reception. In Brent this means increasing the percentage of children achieving a GLD by 9% points from 68.3% in 2024/25 to 77.3% in 2027/28, which will require additional focus on children

who are at risk of not reaching this standard. This includes children who were born early or with a low birthweight, those not attending any early years education provision, children with EAL and children in specific wards (Wembley Central, Alperton, Tokyngton, Harlesden, Stonebridge and Dollis Hill). As set out in a detailed report to the Community and Wellbeing Scrutiny Committee on 18 September 2024 entitled 'Early years provision and progress towards meeting the expansion of childcare entitlements', Brent is making progress in delivering the Government-driven expanded entitlements to childcare/early education and deploying capital investment to support growth and sustainability across the sector.

Schools mitigate the impacts of poverty on children's education using their pupil premium funding in different ways to address the disproportionality of outcomes, including commissioning mental health and wellbeing support for these pupils and opportunities for additional learning. Every school must publish their Pupil Premium Strategy on their website to show how the money is used to support children and the impact of previous activity funded by the Pupil Premium. Schools have a rigorous focus on disadvantaged children's attainment and achievement, including a focus on attendance and providing an important support system for families experiencing poverty through foodbanks, access to second hand uniforms and advice and guidance. The Local Authority is currently funding a school leadership training programme, the Brent Schools Race Equality Programme, aimed at ensuring an anti-racist culture is embedded in all Brent schools, to support the attainment of all underperforming groups.

The number of young people aged 16-18 who are not in Education, Employment and Training in Brent is low, standing at 94 males and 56 females across the borough as of October 2025. This remains a key priority in Brent as it supports breaking the poverty cycle. Schools provide a careers service to all young people. The Local Authority commissions a service delivered by the Shaw Trust (Prospects) that is targeted at young people who may need additional support, to ensure access to post-16 progression pathways, including information about further and high education, apprenticeships and employment.

7.4 *Holiday Activities and Food programme (HAF)*

The Holiday Activities and Food programme (also known as HAF), that is funded by the Department for Education, is aimed at ensuring children and young people who are eligible for benefits-related FSMs can access free activities and healthy meals in the Easter, summer and Christmas school holidays. The programme is for eligible Reception to Year 11 who either live in Brent or attend a Brent school. 15% of funding can be used to fund places for children who are not eligible but would benefit from the programme, at the discretion of each local authority. In Brent this funding is used to support a variety of vulnerable children including children with SEND, low-income families, young carers, looked after children, children at risk of exclusion, refugees and unaccompanied Asylum-Seeking Children (UASC). The

programme in summer 2025 reached around 2000 vulnerable children. While the programme is aimed at all age groups, efforts have been made to increase the participation of eligible secondary aged children, as well as children with SEND over recent years (see the table below).

Feedback from parents and children and young people accessing HAF is overwhelmingly positive:

“The food was amazing-trying new dishes was the best part of lunch.”

“I had so much fun at Go Ape-I was scared, but I did it anyway and felt so proud!”

“I used to be nervous about trying new things, but here I felt like I could. Now I feel stronger and I even helped my team. I can’t wait to keep playing sport after this.”

The table below shows the total attendance as of summer 2025:

	Total Attendance	SEND	KS3 and KS4
Easter 2023	1,525	12%	27.3%
Easter 2024	1,615	15.8%	32.5%
Easter 2025	1,627	17%	26.6%
Summer 2023	1,791	13.9%	26%
Summer 2024	1,882	15.3%	27.9%
Summer 2025	2,013	15%	29%
Christmas 2023	946	15.8%	21.3%
Christmas 2024	887	21.5%	27.4%

7.5 Families First Partnership Programme

The Families First Partnership Programme (FFPP) is a national children’s social care reform programme, which has been built on the findings of a number of national social care reviews that have been completed over recent years. The FFPP aims to rebalance the children’s social care system towards earlier intervention and prevention, making family support more seamless, and addressing care market challenges. For Brent this means bringing together universal, targeted early help and social care into a seamless offer of support and intervention for vulnerable families and prevent escalation into higher levels of need and statutory intervention. Our needs assessment recognises the need to support families who may come to the attention of the service with presenting needs that may also include children living in poverty.

7.6 Family Wellbeing Centres

Brent’s Family Wellbeing Centre (FWC) approach is centred around a universal ‘front door’ for families to access a wide range of early help and preventative services, including some targeted support. The FWCs provide an integrated ‘whole family’ (for children aged 0-18 years old, and 25 for those with SEND)

service, bringing together core health visiting, school nursing, under 5s services, parenting and family support services into a single offer. This arrangement helps the co-ordination and delivery of services for more vulnerable children.

The FWC triage service helps to achieve positive outcomes for children and families who require light touch interventions or short-term pieces of work with families who meet the criteria for Universal (Level 1) & Level 2 support. Over 2100 families were supported in 2024/25 through the triage service. The common presenting issues to the triage service include:

- Families re-locating from other areas with no resources (i.e. household goods, lack of finances, etc)
- Debt - including utilities, rent, council tax, etc
- Children not in school
- Cost of living related issues
- Housing - overcrowding/ evictions/ disrepairs
- New arrivals - including Ukrainian families, other asylum seekers
- Parents with children who have undiagnosed additional needs who require help to access specialist services.

Through a community partnership with Little Village, Family Wellbeing Centres support families with babies and young children living in poverty. Via their network of baby banks, they pass on pre-loved goods from one family to another; including clothes, toys and equipment, so that more babies and young children have the essential things they need to thrive. The FWCs also deliver a diverse suite of accredited parenting programmes and support that range from universal through to more specialist provision to support parents at differing ages and stages of their children's development and level of need. Each FWC also has a toy library where families can borrow up to 3 toys for 2 weeks at a time at nil cost. The service is expanding to address local needs and include more toys for SEND and older age groups.

The majority of the FWC receive food donations via the Felix project and food items were donated to families equating to over 50,000 meals during the year. Some FWC also receive non-food items from Felix such as toys, clothes and household items which are donated to families.

During the 2024-25 financial year 18,079 families were supported to achieve positive outcomes in the following areas relating to tackling poverty:

- Improved family finances and reducing the impact of the cost-of-living crisis
- Reduced numbers of families presenting as homeless, securing long term accommodation and reducing the threat of eviction
- Improved family nutrition, weight management and access to fresh fruit and vegetables
- Improving school attendance, punctuality and engagement with school, leading to better educational attainment

- Improved oral health and reducing teeth extraction for under 5s and support to improve parent/ carer and children's mental health and wellbeing
- Increasing families' engagement with early help, preventative and intervention services, including refugee/ asylum seekers and less heard from groups
- Improving parents' literacy, numeracy and ICT skills, and soft skills leading to employment opportunities
- Increasing families' resilience to the impact of multiple disadvantages
- Supporting parents and young people into employment and to access educational and work experience opportunities
- Increased identification rates of young carers linking them into support and reducing the impact of caring responsibilities on CYP
- Support the improvement of children's school readiness, particularly ensuring children have good Speech Language and Communication
- Preventing family problems becoming more complex and entrenched by intervening earlier and providing the right support at the right time

7.7 *Child Health*

The Children's Trust, chaired by the Corporate Director, Children, Young People and Community Development, brings together colleagues from across the health sector, including the Integrated Care Board, and the local authority to focus on addressing the health and wellbeing inequalities of children and young people. A key focus has been on obesity, oral health and mental health and wellbeing, as well as the health and wellbeing of looked after children and care leavers and children and young people with SEND.

7.8 *Future Planning*

Through both a continued local focus on addressing child poverty working with partners and implementation of the national Child Poverty Strategy, the council will ensure that alleviating child poverty remains a priority across the council.

Alongside this, the council is focusing on improving economic, as well as health and wellbeing outcomes for all families through 4 key priorities in 2026:

1. A seamless offer of help for families
2. Giving every child the best start in life
3. Improving inclusion for all children and young people
4. Closing the employment and skills gap across the borough

8.0 *Monitoring and Indicators for 2026 and beyond*

- 8.1 While there are no clear gaps in Brent's existing services to support residents experiencing poverty, there is scope to sharpen focus and maximise impact. The latest Indices of Multiple Deprivation (IMD), Brent's Social Progress Index (SPI), and Corporate Performance Scorecards provide a strong evidence base for prioritising resources. These tools allow the council to identify areas where deprivation is most acute, such as income insecurity, child poverty, and housing, and to monitor progress over time. By aligning interventions with these data-driven insights, the council can ensure that funding is directed to the wards

and groups that need it most, improving equity and resilience across the borough.

9.0 Stakeholder and ward member consultation and engagement

- 9.1 Lead Members and partners have been consulted on the key strategies and approaches to tackling poverty, including the Borough Plan and other strategies and plans referenced in this report.

10.0 Financial Considerations

- 10.1 The Government's Best Start in Life initiatives, forming part of the national Child Poverty Strategy, provide a relevant funding and policy context for Brent's approach to addressing child poverty. The associated grant allocation for Brent (£5.6m) has been confirmed for the next three financial years, up to 2028/29 (£1.9m in 2026/27), providing a degree of medium-term financial certainty for local planning. These initiatives focus on reducing costs for families, increasing household incomes through measures such as free school meals and breakfast provision, improving access to childcare, and delivering more integrated family support.

In addition, Holiday Activities and Food (HAF) programme funding has also been confirmed for the same period, supporting continued provision during school holidays.

In June 2025, the government announced that from September 2026, free school meals will be extended to all children in households receiving Universal Credit. This is expected to further reduce cost pressures on families and support child poverty reduction within the borough.

- 10.2 £1m funding, spread across 2025/26 and 2026/27, has been agreed to support the delivery of the Radical Place Leadership Programme from the Public Health Grant Reserve. This funding will enable the testing of new, place-based initiatives related to prevention, with strong links to poverty reduction, including the establishment of a Neighbourhood Prevention Team in Harlesden. Simultaneously, the funding will be utilised to test out approaches to resident involvement and Community Power. For example, a new participatory grant making scheme has been established with partners Brent Giving, with a core focus on Poverty Reduction.

11.0 Legal Considerations

- 11.1 There are no direct legal implications arising out of this report, which provides members with a detailed overview of the current situation regarding progress, challenges and actions with respect to alleviating poverty in the Borough.

12.0 Equity, Diversity & Inclusion (EDI) Considerations

- 12.1 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 passed a motion on November 18th, 2024, to internally recognise care experience as a protected characteristic.

- 12.2 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.

This report provides an overview of poverty in Brent and the council's wide-ranging actions to alleviate it. Tackling poverty is central to our commitment to equity, diversity and inclusion, as set out in the EDI Strategy 2024–2028 and in our Borough Plan priorities. While the council does not have a single anti-poverty strategy, our approach is embedded across services and informed by data tools such as the Indices of Multiple Deprivation, Joint Strategic Needs Assessment, and Social Progress Index to target support where it is most needed.

- 12.3 Poverty intersects with protected characteristics under the Equality Act 2010, disproportionately affecting residents with disabilities, ethnic minority groups, and care experienced people. Our recent adoption of the Socio-Economic Duty strengthens our commitment to tackling poverty by ensuring socio-economic status is considered as an internally recognised protected characteristic in Equality Impact Assessments.

13.0 Climate Change and Environmental Considerations

- 13.1 The council will continue to address issues around fuel poverty, as well as ensuring that people are living in warm and comfortable homes, through the climate emergency strategy.

14.0 Communication Considerations

- 14.1 The council will continue to communicate its policies to support residents experiencing poverty, including through the Resident Support Fund, Housing functions including the ‘Find a place you can afford’ campaign and support of young people and families through Family Wellbeing Centres.

Report sign off:

Tom Cattermole

Corporate Director of Residents and Housing Services

Nigel Chapman

Corporate Director of Children Young People and Community Development

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Appendix 1: Temporary Accommodation usage and household types

Figure 1: Temporary Accommodation Usage (Northgate data, up to October 2025)

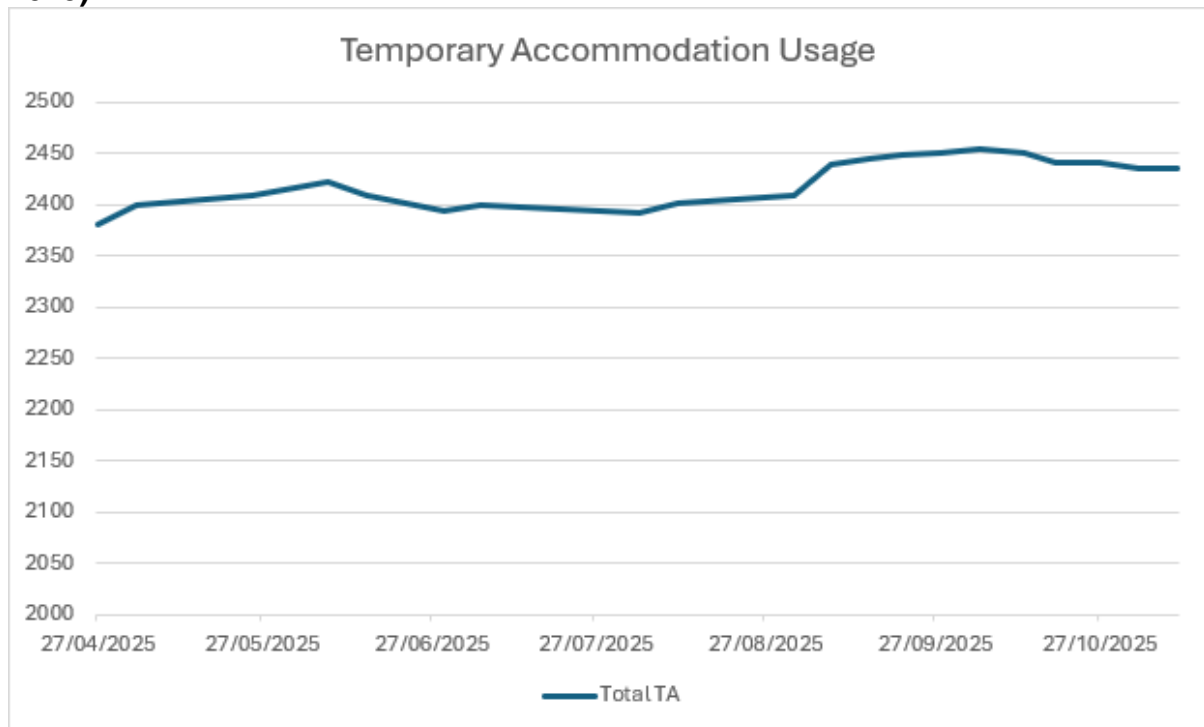


Figure 2: Presentations/Approaches since 2021 (CRM and Locata data, up to November 2025)

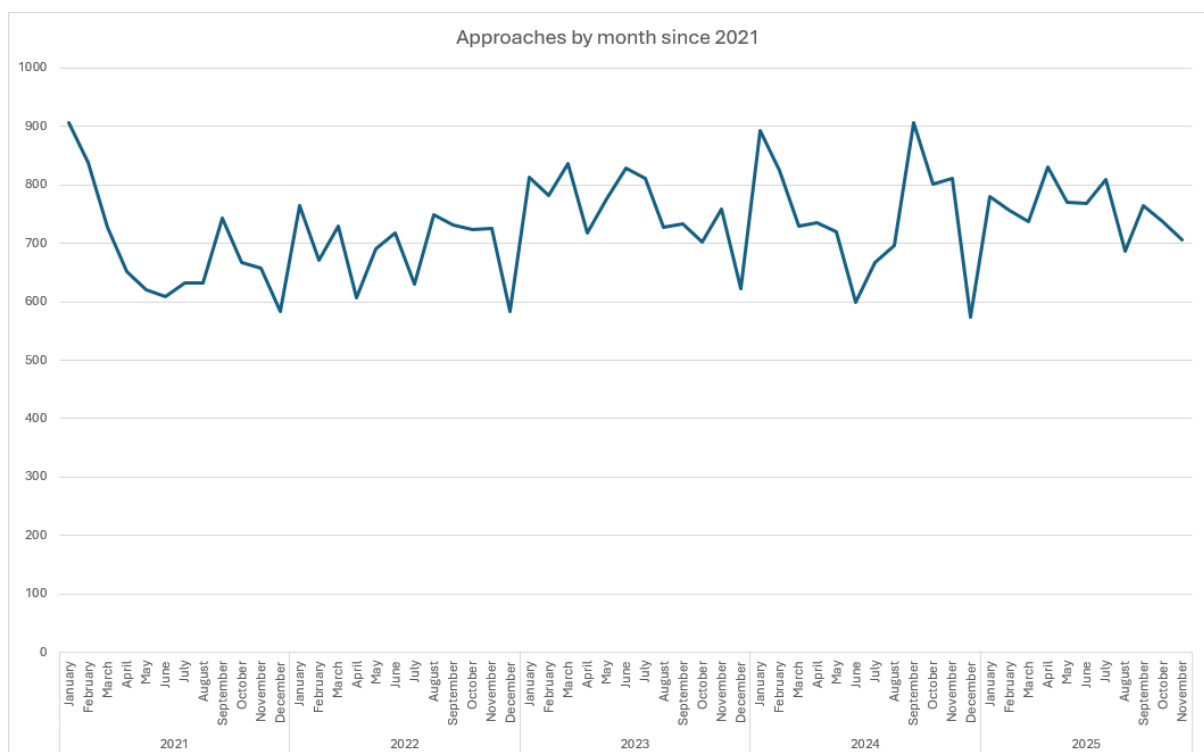


Figure 3: Presentations by household type (CRM and Locata data, up to December 2025)

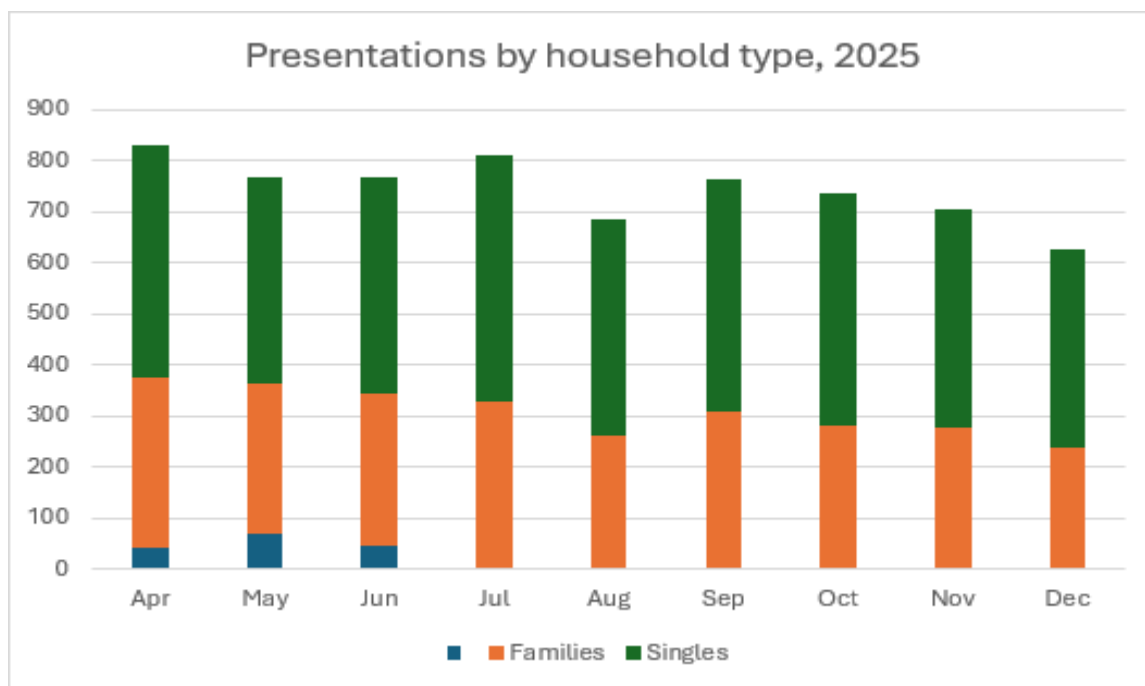
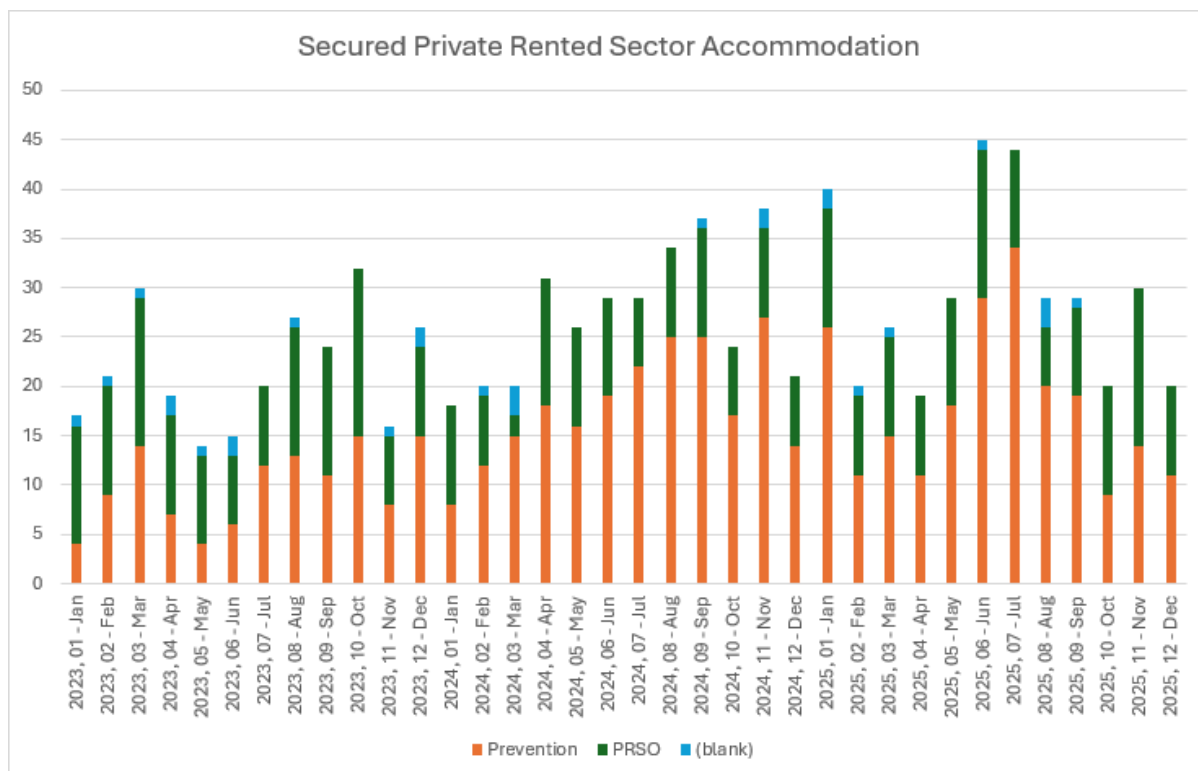


Figure 4: Successful use of the private rented sector to prevent/relieve homelessness and/or move residents on from temporary accommodation (Data from SMR, up to December 2025)



NB:

“PRSOs” stands for Private Rented Sector Offers, which are used to support residents out of temporary accommodation and into private rented sector accommodation – i.e. correlate to “private tenancies sustained”. AFEO stands for ‘Accommodation for ex offenders’.

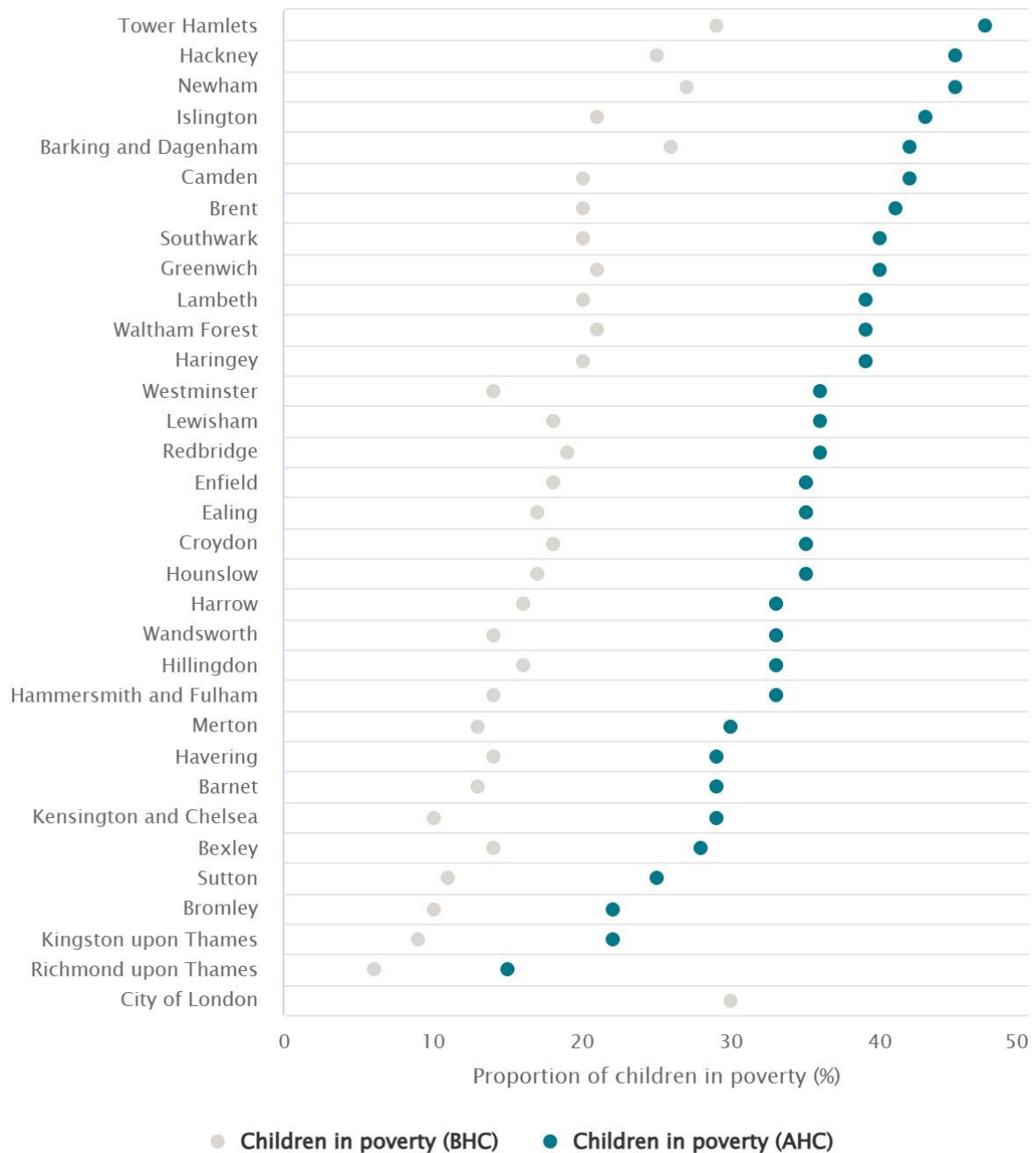
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Child Poverty and FSM tables – Appendix 2

Figure 1: Proportion of children in poverty before and after housing costs by London borough (2023/24), Trust for London data

Proportion of children in poverty before and after housing costs by London borough (2023/24)

Data source: Local indicators of child poverty, Centre for Research in Social Policy, Loughborough University for End Child Poverty; Children in low income families: local area statistics, DWP



London's Poverty Profile 2025

Figure 2: FSM Eligibility Headcount by School Type (Brent)

School Type	2024/25	2023/24	2022/23	2021/22
Total (All Schools)	10,944 (25.1%)	9,958 (22.9%)	9,432 (21.6%)	8,770 (20.3%)
State-funded AP school	28	24	24	30
State-funded nursery	2	5	26	37
State-funded primary	5,774	5,413	5,224	4,984
State-funded secondary	4,808	4,201	3,864	3,429
State-funded special school	332	315	294	290

Figure 3: FSM Eligibility Headcount by School Type (national average)

School Type	2024/25	2023/24	2022/23	2021/22
Total (All Schools)	2,085,168 (26.7%)	2,014,566 (25.6%)	1,942,849 (24.8%)	1,824,244 (23.5%)
Non-maintained special school	1,069	1,008	956	948
State-funded AP school	10,384	9,505	7,482	6,263
State-funded nursery	1,109	979	1,004	1,042
State-funded primary	1,113,517	1,108,584	1,102,049	1,062,422
State-funded secondary	886,988	828,380	770,582	697,407
State-funded special school	72,101	66,110	60,776	56,162

Appendix 3 – Current council poverty commitments

1. Council Strategies and Plans

Strategy / Plan	Focus / Commitment
Borough Plan	<p>The desired outcome 'Easing the cost-of-living crisis' focuses on reducing poverty through benefit support, employment support and poverty alleviation projects. There are also commitments around tackling homelessness, employment and skills, education and health inequality.</p> <p>As part of the Borough Plan's quarterly performance monitoring, most of the key performance indicators (KPIs) directly and indirectly contribute to tackling poverty and are related to the various activity outlined in this report. Collectively, these KPIs provide a general overview Brent's progress to tackling poverty – the Q2 2025/26 report can be found here.</p>
Brent Youth Strategy 2025-2028	References improvements based on the Poverty Commission Report and includes commitments around skills development and employment opportunities.
Brent Health and Wellbeing Strategy Refresh	A focus on reducing health inequalities, including tackling period poverty through the Period Dignity Brent initiative.
Food Strategy (upcoming)	The council is currently leading on the development of a Food Strategy for all in Brent, which has six strands (or Missions) that address system-wide challenges related to food. This will be ready for consultation in 2026. Once the strategy has been implemented, there will be data provided to share the impact of the food strategy and its accompanying action plan.
Homelessness & Rough Sleeping Strategy	Refreshed commitment to increase the supply of affordable homes across the borough, from 2026-2031.

Brent Employment & Skills Strategy 2026-2030 (upcoming)	Aims to create a more inclusive, dynamic, and resilient workforce by addressing key employment challenges and promoting sustainable career opportunities.
Brent Climate & Ecological Emergency Strategy 2021 - 2030	Addresses issues around fuel poverty and ensuring that people are living in warm and comfortable homes
EDI Strategy	Focus on tackling inequalities, including improving social mobility and creating employment opportunities for residents.
Inclusive Growth Strategy	Long term strategy tackling unemployment and poverty through adult apprenticeships, older residents in poverty as well as energy and food poverty.

2. Projects, Community work and council groups


Project / Group	Focus / Activity
Gambling Reform Project – Public Affairs	A focus on improving the quality of residents' lives through advocacy for gambling reform. This is tied to health inequality and deprivation.
Commissioning, Procurement & Social Value approach	A prevention-first and outcome-focused approach to designing & commissioning services, adopted across the Council and by relevant partners, building the capacity of our local VCS and ensuring good value for money for the council and high-quality services for residents
Radical Place Leadership	Tackling poverty through key localised aims based on data: Homelessness, Debt and School Readiness, as well as a new 'test and learn' Neighbourhood Prevention Team in Harlesden as part of the Radical Place Leadership programme. This multidisciplinary team will work alongside residents who are identified as 'at risk' of homelessness to provide holistic, wraparound, relational support.

Cost of Living Working Group	<p>Cross council group which shares info and provides a steer on various resident support initiatives including financial support, food, fuel and other areas of support ensuring links with employment and skills related support.</p> <p>Projects that frequently report to the board: projects from the Cost-of-Living OBR including New Horizons Centre and Community Wellbeing Service, Debt Advice Service, Immigration Advice Service as well as Well and Warm, Warm Places, Joy App, RSF / HSF, new NCIL school uniform work and others.</p>
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3. Commitments

Commitment	Details
Adopting the Socioeconomic Duty	<p>In November 2025, the council formally adopted the socio-economic duty, with the consequence that socio-economic status as is now an internally recognised protected characteristic, and is considered as part of Equality Impact Assessments, which is a commitment. This was a commitment within the EDI Strategy 2024-2028.</p>

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	Community and Wellbeing Scrutiny Committee 19 January 2026
	Report from the Deputy Director, Democratic and Corporate Governance
Community and Wellbeing Scrutiny Committee – Work Programme 2025/26 Update	

Wards Affected:	All
Key or Non-Key Decision:	Not Applicable
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 – Community and Wellbeing Scrutiny Committee Work Programme 2025/26
Background Papers:	None
Contact Officer(s): <small>(Name, Title, Contact Details)</small>	Chatan Popat Strategy Lead – Scrutiny, Strategy and Partnerships chatan.popat@brent.gov.uk Amira Nassr, Deputy Director, Democratic and Corporate Governance Amira.Nassr@brent.gov.uk

1.0 Executive Summary

1.1 To present the Committee's work programme for 2025/26.

2.0 Recommendation(s)

2.1 That the Committee's work programme (set out in Appendix A) be agreed.

3.0 Detail

3.1 Contribution to Borough Plan Priorities & Strategic Context

3.1.1 Borough Plan 2023-2027 – all strategic priorities.

3.2 Background

3.2.1 The work programme outlines the items which the Community and Wellbeing Scrutiny Committee will consider during the municipal year.

3.2.2 The programme is in line with the remit of the Committee which is set out in the Council Constitution (under the Terms of Reference for scrutiny committees¹):

Adult social care, Safeguarding, Children's services, Cultural services, Education, Health, Housing and Public Health and Wellbeing.

The Committee is also responsible for discharging the functions of the Council under Part 4 of the Local Authority (Public Health, Health and Wellbeing Boards and Health Scrutiny) Regulations 2013 in respect of the review and scrutiny of relevant NHS bodies or relevant health service providers including:

- reviewing or scrutinising any matter relating to the planning, provision and operation of the health service in the borough; and
- making reports or recommendations to the relevant NHS bodies or relevant health service providers or Full Council on any other matter reviewed or scrutinised; however
- in response to any consultation by the relevant NHS bodies or relevant health service providers in respect of any proposal for a substantial development of the health service in the borough or for a substantial variation in the provision of such service, to make recommendations to Full Council only.

3.2.3 Committee members prioritised items for inclusion in its work programme at its annual work planning meeting, ensuring items selected aligned with:

- The strategic priorities set out in the Borough Plan 2023-27
- Areas of local community concern
- Significant issues affecting a significant number of residents/wards
- Emerging policies, strategies, or key decisions where there is strong interest for scrutiny input.

Nonetheless, this method of prioritisation is in line with best practice².

3.2.4 The work programme of a scrutiny committee is intended to be a flexible, living document that can adapt and change according to the needs of a committee. The 2025/26 work programme will therefore be regularly reviewed throughout the municipal year by the Committee and updated accordingly where necessary.

4.0 Stakeholder and ward member consultation and engagement

¹ Brent Council Constitution, Part 4.

<https://democracy.brent.gov.uk/documents/s142996/Part%204%20May%202024%20Terms%20of%20Reference%20.pdf>

² The Good Scrutiny Guide (Centre for Public Scrutiny).

<https://www.cfps.org.uk/wp-content/uploads/CfPS-Good-Scrutiny-Guide-v4-WEB-SINGLE-PAGES.pdf>

- 4.1 Non-executive members were involved in developing the work programme as part of their membership of the Committee.
- 4.2 In developing its work programme, the Committee held sessions with stakeholders such as cabinet members, corporate directors, and ward councillors to temperature check key priority areas, avoid work duplication, and most importantly confirm the work programme reflects matters of local community concern.

5.0 Financial Considerations

- 5.1 There are no financial considerations arising from this report. However, budget and financial implications are addressed in the 'Financial Considerations' section of any reports to the Committee, requested as part of its work programme.

6.0 Legal Considerations

- 6.1 There are no legal considerations arising from this report. However, legal implications are addressed in the 'Legal Considerations' section of any reports to the Committee, requested as part of its work programme.

7.0 Equity, Diversity & Inclusion (EDI) Considerations

- 7.1 There are no EDI considerations for the purposes of this report. However, EDI implications are addressed in the 'EDI Considerations' section of any reports to the Committee, requested as part of its work programme.

8.0 Climate Change and Environmental Considerations

- 8.1 There are no climate change and environmental considerations for the purposes of this report. However, climate change and environmental implications are addressed in the 'Climate Change and Environmental Considerations' section of any reports to the Committee, requested as part of its work programme.

9.0 Communication Considerations

- 9.1 There are no communication considerations for the purposes of this report. However, communication implications are addressed in the 'Communication Considerations' section of any reports to the Committee, requested as part of its work programme.

Report sign off:

Amira Nassr

Deputy Director, Democratic and Corporate Governance

Community and Wellbeing Scrutiny Committee: 2025/26 Work Programme

Confirmed Meeting Dates:

- Wednesday 02 July 2025, 6pm
- Wednesday 17 September 2025, 6pm
- Wednesday 19 November 2025, 6pm
- Monday 19 January 2026, 6pm
- Wednesday 04 March 2026, 6pm
- Thursday 09 April 2026, 6pm

Wednesday 02 July 2025

Agenda Item	Cabinet Members / Non-Executive Members	Corporate Directors / Directors	External Organisations / Participants
Brent Safeguarding Adults Board Annual Report 2024/25	Cllr Neil Nerva Cabinet Member, Adult Social Care, Public Health and Leisure	Rachel Crossley, Corporate Director, Service Reform and Strategy	Nicola Brownjohn, Brent Safeguarding Adults Board Independent Chair Metropolitan Police NW London NHS
Brent Safeguarding Children Partnership Report 2024/25	Cllr Gwen Grahl Cabinet Member, Children, Young People & Schools	Nigel Chapman, Corporate Director Children, Young People and Community Development	Keith Makin, Brent Safeguarding Children Partnership Independent Scrutineer Metropolitan Police NW London NHS

Wednesday 17 September 2025

Agenda Item	Leader/Deputy Leader/Cabinet Members	Corporate Directors / Directors	External Organisations / Participants
Children's Oral Health	Cllr Neil Nerva Cabinet Member, Adult Social Care, Public Health and Leisure	Rachel Crossley, Corporate Director, Service Reform and Strategy Melanie Smith, Director of Public Health	
Period Dignity	Cllr Mili Patel Deputy Leader and Cabinet Member, Finance and Resources	Rachel Crossley, Corporate Director, Service Reform and Strategy	
The Impact of Youth Justice Service Delivery in Brent	Councillor Gwen Grahl, Cabinet Member, Children, Young People & Schools	Nigel Chapman, Corporate Director Children, Young People and Community Development Palvinder Kudhail, Director, Early Help and Social Care	
Community and Wellbeing Scrutiny Committee Work Programme 2025/26	Councillor Ketan Sheth, Chair of the Community and Wellbeing Scrutiny Committee	Minesh Patel, Corporate Director, Finance and Resources	

Wednesday 19 November 2025

Agenda Item	Leader/Deputy Leader/Cabinet Members	Corporate Directors / Directors	External Organisations / Participants
Response to Housing regulator findings and Brent graded at C3	Cllr Fleur Donnelly-Jackson Cabinet Member, Housing	Tom Cattermole, Corporate Director, Residents and Housing Services Spencer Randolph, Director, Housing Services	
Update from the Housing Improvement Board	Cllr Fleur Donnelly-Jackson Cabinet Member, Housing	Tom Cattermole, Corporate Director, Residents and Housing Services Spencer Randolph, Director, Housing Services Laurence Coaker, Director, Housing Needs and Support	

Monday 19 January 2026

Agenda Item	Leader/Deputy Leader/Cabinet Members	Corporate Directors / Directors	External Organisations / Participants
Emergency Planning and update on Casey Review	<p>Cllr Muhammed Butt Leader and Cabinet Member, Regeneration, Planning and Property</p> <p>Cllr Krupa Sheth Cabinet Member, Public Realm and Enforcement</p> <p>Cllr Harbi Farah Cabinet Member, Safer Communities, Jobs and Skills</p>	<p>Jehan Weerasinghe, Corporate Director, Neighbourhoods and Regeneration</p> <p>Chris Whyte, Director, Public Realm</p>	
<p>Tackling Poverty in Brent:</p> <ul style="list-style-type: none"> Update on Poverty Commission Project Brent's response to the Cost of Living Crisis Tackling Child Poverty in Brent 	<p>Cllr Promise Knight Cabinet Member, Customer Experience, Resident Support and Culture</p> <p>Cllr Fleur Donnelly-Jackson Cabinet Member, Housing</p> <p>Councillor Gwen Grahl, Cabinet Member, Children, Young People & Schools</p>	<p>Rachel Crossley, Corporate Director, Service Reform and Strategy</p> <p>Tom Cattermole, Corporate Director, Residents and Housing Services</p> <p>Nigel Chapman, Corporate Director Children, Young People and Community Development</p>	


Wednesday 4 March 2026

Agenda Item	Leader/Deputy Leader/Cabinet Members	Corporate Directors / Directors	External Organisations / Participants
Housing Management: Tenant Satisfaction Measures and Brent Housing Management (BHM) performance	Cllr Fleur Donnelly-Jackson Cabinet Member, Housing	Tom Cattermole, Corporate Director, Residents and Housing Services Spencer Randolph, Director, Housing Services	
Area Tenancy Management Model	Cllr Fleur Donnelly-Jackson Cabinet Member, Housing	Tom Cattermole, Corporate Director, Residents and Housing Services Spencer Randolph, Director, Housing Services	
Temporary Accommodation, Supported Exempt Accommodation and Homelessness Prevention	Cllr Fleur Donnelly-Jackson Cabinet Member, Housing	Tom Cattermole, Corporate Director, Residents and Housing Services Laurence Coaker, Director, Housing Needs and Support	

Thursday 09 April 2026

Agenda Item	Leader/Deputy Leader/Cabinet Members	Corporate Directors / Directors	External Organisations / Participants
Annual Setting and School Standards Achievement Report	Councillor Gwen Grahl, Cabinet Member, Children, Young People & Schools	Nigel Chapman, Corporate Director Children and Young People Shirley Parks, Director, Education, Partnerships and Strategy	Headteachers from Brent schools
Year 1 update on The Brent Youth Strategy	Councillor Gwen Grahl, Cabinet Member, Children, Young People & Schools	Nigel Chapman, Corporate Director Children and Young People Shirley Parks, Director, Education, Partnerships and Strategy	
Leisure and Physical Activity	Cllr Neil Nerva Cabinet Member, Adult Social Care, Public Health and Leisure	Rachel Crossley, Corporate Director, Service Reform and Strategy Ruth du Plessis, Director of Public Health	

*Placeholder slots have been saved as per the request of Lead Members and Corporate Directors

 Brent	Community and Wellbeing Scrutiny Committee 19 January 2026
	Report from the Deputy Director, Democratic and Corporate Governance
Scrutiny Recommendations Tracker	

Wards Affected:	All
Key or Non-Key Decision:	Non-Key Decision
Open or Part/Fully Exempt: <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	Open
List of Appendices:	Two Appendix A – Scrutiny Recommendations Tracker 2024-25 Appendix B – Scrutiny Recommendations Tracker 2025-26
Background Papers:	None
Contact Officer(s): <small>(Name, Title, Contact Details)</small>	Chatan Popat Strategy Lead - Scrutiny, Democratic and Corporate Governance chatan.popat@brent.gov.uk Amira Nassr Deputy Director, Democratic and Corporate Governance amira.nassr@brent.gov.uk

1.0 Executive Summary

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

2.0 Recommendation

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

3.0 Background

3.1 Contribution to Borough Plan Priorities & Strategic Context

- 3.1.1 Borough Plan 2023-2027 – all strategic priorities

3.2 Background

- 3.2.1 The Recommendations Tracker tabled in Appendix A relates to the previous municipal year (2024/25) and Appendix B to the current year (2025/26). These responses will remain on the tracker for ongoing monitoring with some further updates expected in upcoming meetings throughout this municipal year and next.
- 3.2.2 In accordance with Part 4 of the Brent Council Constitution (Standing Orders of Committees), Brent Council scrutiny committees may make recommendations to the Full Council or the Cabinet with respect to any functions which are the responsibility of the Executive, or of any functions which are not the responsibility of the Executive, or on matters which affect the borough or its inhabitants.
- 3.2.3 The Community and Wellbeing Scrutiny Committee may not make executive decisions. Scrutiny recommendations therefore require consideration and decision by the appropriate decision maker; the Cabinet or Full Council for policy and budgetary decisions.
- 3.2.4 The Scrutiny Recommendations Tracker provides a summary of any scrutiny recommendations made in order to track executive decisions and implementation progress. It also includes suggestions for improvement and information requests, as captured in the minutes of the committee meetings.
- 3.2.5 Recommendations are removed from the tracker when they have been rejected or when implemented successfully and the review date has passed. This is the same for suggestions of improvement and information requests.

4.0 Procedure for Recommendations from Scrutiny Committees

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

- 4.3 Where scrutiny committees have powers under their terms of reference to make reports or recommendations to external decision makers (e.g. NHS bodies), the relevant external decision maker shall be notified in writing, providing them with a copy of the respective Committee's report and recommendations, and requesting a response.

5.0 Stakeholder and ward member consultation and engagement

- 5.1 None for the purposes of this report.

6.0 Financial Considerations

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

7.0 Legal Considerations

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

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

8.0 Equity, Diversity & Inclusion (EDI) Considerations

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

9.0 Climate Change and Environmental Considerations

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

10.0 Communication Considerations

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

Report sign off:

Amira Nassr

Deputy Director, Democratic and Corporate Governance

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

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

Recorded Recommendations to Cabinet from CWBSC

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

Recorded Recommendations to external partners from CWBSC

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

Recorded suggestions for improvement from CWBSC to Council departments/partners

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

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

Performance Update				
20 November 2024 – Brent Housing Management Performance Update	To include health and safety considerations in future reports, particularly relating to cladding and fire safety, as well as climate change targets.	Partnerships, Housing and Resident Services	Accepted by the department. Future reports on BHM performance will include all relevant information on health and safety and climate change implications.	
05 February 2025 – CQC Adult Social Care Improvement Plan	For the committee to receive 6 monthly updates on the CQC ASC Improvement Plan.	Community Health and Wellbeing	Accepted by the department at the meeting. Progress updates will be provided to the Committee either through a meeting setting or as a separate briefing every 6 months.	
05 February 2025 – CQC Adult Social Care Improvement Plan & Adult Social Care Transformation Programme	<p>In future reports, for the department to increase the visibility of available data.</p> <p>To have more target setting and to further outline mitigating factors where targets are not met.</p> <p>When benchmarking with other boroughs, to compare with boroughs of similar demographics to Brent.</p>	Community Health and Wellbeing	<p>This has been agreed. Larger data sets will be included in future reports and progress updates to the Committee.</p> <p>The department do already benchmark against statistical and neighbouring boroughs that share similar pressures and demographic profiles to Brent and therefore will be also able to provide this type of analysis in future reports.</p>	
05 March 2025 – Nicotine Addiction and Vaping in Brent	To ensure parents are included in the approach to tackling vaping, smoking and non-smoking tobacco use.	Community Health and Wellbeing	The department agrees with this recommendation. We will work with Elev8, our Young People Drug and Alcohol Service, to ensure parents are actively engaged in prevention efforts.	
05 March 2025 – Nicotine	To share information and learning with other local authorities with similar issues, such as Leicester,	Community Health and Wellbeing	The department agrees and will seek to actively engage with local authorities facing similar challenges, to share best practice and learning around non-smoking tobacco use.	

Addiction and Vaping in Brent	in relation to non-smoking tobacco use.			
05 March 2025 – Nicotine Addiction and Vaping in Brent	To further engage those whose first language is not English and other communities who the Council and partners may not be reaching.	Community Health and Wellbeing	We are actively working with communities in Brent to further develop a targeted community offer. This will support more inclusive engagement, particularly with those whose first language is not English and other underserved groups.	
05 March 2025 – Nicotine Addiction and Vaping in Brent	To ensure targets are set to reduce vaping, smoking, and non-smoking tobacco use.	Community Health and Wellbeing	The department acknowledges the importance of measuring progress in this way. The department uses the nationally agreed measures around 4 week quits and supporting data system. This has the advantage of allowing benchmarking. Unfortunately, there is no routine measurement of vaping or non-smoking tobacco use so we are reliant on extrapolating from national one-off surveys. This means we are unable to set targets for vaping and non-smoking tobacco use.	
05 March 2025 – Nicotine Addiction and Vaping in Brent	To meet with young people regarding their experience and views towards vaping and smoking to further understand their lived experience and needs.	Community Health and Wellbeing	The department agrees with this recommendation. We will work with Elev8 to ensure young people's views and experiences directly inform the development of the service and future initiatives.	
05 March 2025 – Nicotine Addiction and Vaping in Brent	BYP Recommendation – to lobby for or undertake more research relating to young people vaping and smoking, and to incorporate that data into future reports.	Community Health and Wellbeing	The department acknowledges the value of further research in this area and is committed to supporting and utilising emerging evidence to inform our work. We will continue to work with partners who work directly with Children and Young People to incorporate relevant data into future reports and strategic planning.	
28 April 2025 - Annual School Standards and Achievement 2023-24	For the Council to develop a dashboard to be used to track school performance providing early warning indicators that a school's Ofsted rating might be at risk.	Children Young People and Community Development	The Strategic Framework for School Effectiveness guides the focus of the Local Authority's school improvement work with community schools. The Framework identifies sustaining high quality Ofsted judgements as a key priority. Under the Framework, schools are categorised as either 'good or better' or 'less than good' using both self-evaluation and the officers' assessment of the school improvement priorities of individual schools based on a	

			<p>range of data analysis. Where a school is categorised as 'less than good' a Rapid Improvement Group is established to monitor and challenge the school's leadership on the impact of the school's improvement plan.</p> <p>Brent's Strategic School Effectiveness Partnership Board, that comprises headteacher and governor representatives, Brent Schools Partnership, the North West London Teaching School Hub and senior officers, is responsible for monitoring the impact of the framework and both supporting and challenging its delivery.</p>	
28 April 2025 - Annual School Standards and Achievement 2023-24	For the Council to support after-school learning opportunities and develop a community group structure that allows learning and mentoring to continue outside the school environment.	Children Young People and Community Development	<p>Individual schools provide a range of after-school learning opportunities.</p> <p>Through the Holiday Activity and Food Programme and the offer at Family Wellbeing Centres, the Local Authority provides access to out-of-school learning opportunities for vulnerable children.</p> <p>The Council does not have resources to organise after-school learning on a borough-wide basis outside of current programmes.</p>	
28 April 2025 - Annual School Standards and Achievement 2023-24	For the Council to commit to a proactive approach in supporting schools to identify staff pressure points and utilise technological solutions to support staff, including reducing admin tasks.	Children Young People and Community Development	The DfE has provided guidance to schools on the use of AI. Officers will share information and guidance with schools as appropriate to support them in considering how the use of technology could support efficient ways of working, using any learning from the <i>Embrace Change</i> programme.	
28 April 2025 - Annual School Standards and Achievement 2023-24	For the Council to conduct further research on the reasons for the gap in attainment for Boys of Black African and Caribbean Heritage, considering barriers to learning and creating a CoP (community of practice) dedicated to improving the educational attainment, engagement, and well-being of	Children Young People and Community Development	<p>The Council is committed to addressing disproportionality in education outcomes. The Council will be undertaking analysis of disproportionality across the education sector in 2025/26 as part of its work with schools to understand barriers to learning.</p> <p>The Council is currently funding an anti-racist training programme for schools that includes the opportunity for schools to participate in the Leeds Beckett University Anti-Racist School Award. Around 50 schools are engaging with the programme, which is developing a community of practice both within individual schools and across</p>	

	these boys in primary and secondary education.		the borough. The programme is aimed at understanding barriers to learning for different cohorts of pupils and offers schools free access to a programme of central training, a resource library and access to knowledge exchange events. Through the programme, secondary schools have access to the FLAIR project that allows them to undertake data analysis, action planning and Equality, Diversity and Inclusion schemes of work for pupils in KS3-5.	
28 April 2025 - Meeting the Adults and Children's Social Care Workforce Challenges	For the Council to commit to a proactive approach in identifying staff pressure points and utilise technological solutions to support staff, including reducing admin tasks.	Children Young People and Community Development Service Reform and Strategy	<p>Additional support has been commissioned to make changes to our case recording system, Mosaic. This is an end-to-end review to streamline forms and processes. A number of changes have already been implemented. Staff are involved in the proposed changes and testing of the changes.</p> <p>Pilots for AI in some areas of the service have been agreed and licences obtained where it is safe to do so. If successful, this will reduce time for front line practitioners and managers to focus on delivery and direct work with children and families.</p> <p>A new single assessment, one plan and review framework is being developed to use in early help and social care to replace the current 2 assessments and plan formats. A draft version is ready for consultation with staff</p> <p>Adult social care has implemented Copilot for managers and Magic Notes for all frontline workers. This has proven to be really effective and timesaving for those workers.</p> <p>We have commissioned service support to work with us on developing forms that will streamline the process and remove all duplications. The aim is that this will be implemented in September.</p>	
28 April 2025 - Meeting the Adults and Children's Social Care Workforce Challenges	For a future paper to come to the Committee on this subject emphasising the co-ordination between adult's and children's social work and cross-working	Children Young People and Community Development Service Reform and Strategy	<p>A revised transition protocol is in place for children with disabilities to transition to adult services.</p> <p>There is a learning review on the programme for discussion at the transitional safeguarding forum.</p>	

	opportunities, including the recent joint work on transitional safeguarding.		<p>The transition pathway has been refreshed, and the transition customer booklets have been updated. We have developed a transition meeting with children's services and a transition dashboard to identify children requiring transition to ASC. Regular meetings are held to ensure the transition process starts early in a child's life.</p> <p>In adult social care, we are also developing a transition pathway and protocol to ensure consistency in how the transition happens.</p>	
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Information requests from CWBSC to Council departments/partners

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

05 February 2025 – Adult Social Care Transformation Programme	To provide further information and data on the number of people that are currently supported. The data should also include particular information about services users such as: <ul style="list-style-type: none">• Age• Ethnicity• Gender	Community Health and Wellbeing	Accepted by the department at the meeting. The data required by the Committee will be requested by the Strategy Lead to the department. Once compiled, the data will be circulated to the Committee.																						
05 March 2025 - Nicotine Addiction and Vaping in Brent	To provide the committee with data on smoking and vaping prevalence by age, with a focus on 8–18-year-olds.	Community Health and Wellbeing	The department acknowledges the importance of understanding the prevalence of these by age and will explore the availability and suitability of relevant data sources. There is very limited local data available which would inform us of the current situation in Brent. Meaningfully surveying children in an area such as this is quite difficult and is dependent on a number of factors outside of the control of the department.																						
28 April 2025 - Meeting the Adults and Children's Social Care Workforce Challenges	For the Committee to receive Brent specific reasons given by Social Care workers for leaving the organisation at their exit interviews.	Children Young People and Community Development Service Reform and Strategy	<p>From the 30 completed exit interviews for social care workers across CYP and ASC who left between 2022 – 2025, the top 2 reasons given for leaving the organisation were: better career prospects and looking for new/different types of work.</p> <table><tr><th>Reasons for leaving</th><th>No. of leavers</th></tr><tr><td>Career Prospects</td><td>12</td></tr><tr><td>New and Different type of work</td><td>8</td></tr><tr><td>Did not wish to disclose</td><td>3</td></tr><tr><td>Job security</td><td>2</td></tr><tr><td>Lack of work life balance</td><td>2</td></tr><tr><td>Management Style</td><td>2</td></tr><tr><td>Maternity reasons</td><td>1</td></tr><tr><td>Health reasons</td><td>1</td></tr><tr><td>Relocation</td><td>1</td></tr><tr><td>Grand total</td><td>30</td></tr></table> <p>The table below is a breakdown of how many social care workers left in the period 2022 to date.</p>	Reasons for leaving	No. of leavers	Career Prospects	12	New and Different type of work	8	Did not wish to disclose	3	Job security	2	Lack of work life balance	2	Management Style	2	Maternity reasons	1	Health reasons	1	Relocation	1	Grand total	30
Reasons for leaving	No. of leavers																								
Career Prospects	12																								
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Health reasons	1																								
Relocation	1																								
Grand total	30																								

			<table><tr><th>Year</th><th>No. of Social Workers who have left over the years</th><th>Total No. of leavers across the whole council</th></tr><tr><td>2022</td><td>28</td><td>140</td></tr><tr><td>2023</td><td>16</td><td>102</td></tr><tr><td>2024</td><td>24</td><td>118</td></tr><tr><td>2025 (up to May)</td><td>10</td><td>44</td></tr><tr><td>Grand total</td><td>78</td><td>404</td></tr></table> <p>Due to the limited number of exit interviews completed, the general leavers report for the same period indicated that for the 78 social care workers who left over these years, the most common reasons for given for leaving were:</p> <ul style="list-style-type: none">• Moving to a new job - 30• Career Break - 3• Majority of other records simply have voluntary resignation as the reason.	Year	No. of Social Workers who have left over the years	Total No. of leavers across the whole council	2022	28	140	2023	16	102	2024	24	118	2025 (up to May)	10	44	Grand total	78	404
Year	No. of Social Workers who have left over the years	Total No. of leavers across the whole council																			
2022	28	140																			
2023	16	102																			
2024	24	118																			
2025 (up to May)	10	44																			
Grand total	78	404																			

Appendix B

Community and Wellbeing Scrutiny Committee (CWBSC) Scrutiny Recommendations and Information Request Tracker 2025-26

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

Recorded Recommendations to Cabinet from CWBSC

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

Recorded Recommendations to external partners from CWBSC

Meeting date and agenda item	Scrutiny Recommendation	External partner	Response	Status

Recorded suggestions for improvement from CWBSC to Council departments/partners

Meeting date and agenda item	Suggestions for improvement	Council Department/External Partner	Response	Status
02 July 2025 - Brent Safeguarding Adults Board	To co-produce a SAB priority with those with lived experience.	Children, Young People and Community Development	The Board is underway with a community engagement project that will conclude in November. Our new Strategic priorities are due to be drawn up in January 2026, so we should be able to draw on learning from the project when setting new priorities.	

(SAB) Annual Report (2024/25)		Brent Safeguarding Adults Board Independent Chair		
02 July 2025 - Brent Safeguarding Adults Board (SAB) Annual Report (2024/25)	To commission a multi-agency safeguarding awareness campaign	Children, Young People and Community Development Brent Safeguarding Adults Board Independent Chair	National Safeguarding Adult week occurs every year in November, where a lot of awareness and training is run and accessible to professionals supporting learning and awareness around keeping adults safe. Budget and resource constraints would not allow the Brent SAB to fund a stand-alone campaign.	
02 July 2025 - Brent Safeguarding Adults Board (SAB) Annual Report (2024/25)	To recommend future reports list learnings and how they had been addressed.	Children, Young People and Community Development Brent Safeguarding Adults Board Independent Chair	This will be considered within the format and structure of next year's report.	
02 July 2025 - Brent Safeguarding Adults Board (SAB) Annual Report (2024/25)	To recommend future reports reflect on national reviews and how they impact locally.	Children, Young People and Community Development Brent Safeguarding Adults Board Independent Chair	The Board does this informally via agenda items through the routine Board meetings that will touch on address national themes. We will work to indicate more explicitly in the narrative what these may be.	
02 July 2025 - Brent Safeguarding Children Partnership Report (2024/25)	To recommend that the Committee have sight of the work being done around online safety.	Children, Young People and Community Development Brent Safeguarding Children Partnership Independent Scrutineer	Work on the Online Safety Task and Finish Group commenced April 2025. It has representatives from: <ul style="list-style-type: none"> • London Borough of Brent: Adult Social Care • London Brough of Brent: Children Service • Secondary school education leader • Primary school education leader • Independent Scrutineer: BSCP • Young Person TBC 	

			<p>The work plan focuses on the following themes:</p> <ul style="list-style-type: none"> • Mobile phone usage in schools • Review of knowledge gaps for professionals • Neurodiversity pathways for exploring the online world • Knife crime awareness • Voice of the child and managing transitions <p>Findings and recommendations to be finalised December 2025 and a report shared with the Safeguarding Children Forum.</p>	
02 July 2025 - Brent Safeguarding Children Partnership Report (2024/25)	To receive a future report looking at how services are supporting young people from a transitional safeguarding perspective who are vulnerable but don't meet ASC threshold.	<p>Children, Young People and Community Development</p> <p>Brent Safeguarding Children Partnership Independent Scrutineer</p>	<p>The Safeguarding Children Partnership and The Safeguarding Adults Board established a Transitional Safeguarding Project in May 2025. This joint initiative will assess and strengthen safeguarding or young people aged 14-25. Three cohorts have been identified:</p> <ul style="list-style-type: none"> • Additional needs • Care experienced • Exploitation <p>Two workshops to be held:</p> <p>1: What works well and what needs to be strengthened</p> <p>2: Live case audits.</p> <p>Project outputs:</p> <ul style="list-style-type: none"> • Complete a final report for the Joint Safeguarding Partnerships Executive Group with recommendations on how to ensure that children and young people in the 3 cohorts, with care and support needs, are supported through their transition to adulthood. • Develop a delivery plan for 2026 across SAB/SCP subgroups and member agencies • Continued work with young adults to hear views on progress of changes 	

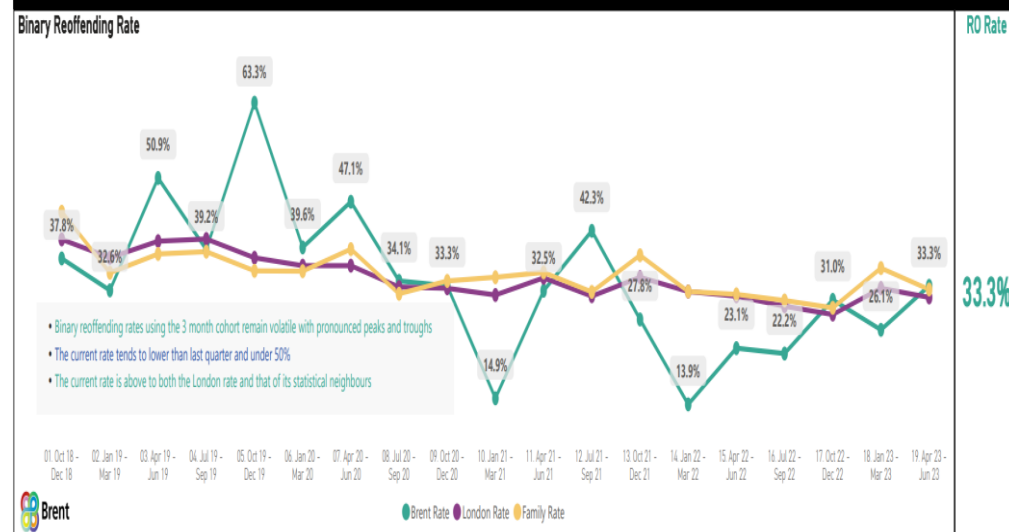
			The Safeguarding Children Partnership are also looking at new processes for Cases of Concern for those young people who do not make thresholds for review.	
02 July 2025 - Brent Safeguarding Children Partnership Report (2024/25)	To recommend an improvement in safeguarding support for youth organisations.	Children, Young People and Community Development Brent Safeguarding Children Partnership Independent Scrutineer	Support is currently and will continue to be offered through the partnerships multiagency training programme. The Independent Scrutineer to meet with Young Brent Foundation	
02 July 2025 - Brent Safeguarding Children Partnership Report (2024/25)	For the Independent Scrutineer to contact Healthwatch to see how they can support the work of the partnership.	Children, Young People and Community Development Brent Safeguarding Children Partnership Independent Scrutineer	Independent Scrutineer to set up a meeting with Healthwatch to discuss collaboration with the partnership.	
02 July 2025 - Brent Safeguarding Children Partnership Report (2024/25)	Recommendation by Brent Youth Parliament – for the partnership to stretch out to different youth and community groups alongside schools.	Children, Young People and Community Development Brent Safeguarding Children Partnership Independent Scrutineer	Independent Scrutineer to meet with BYP and explore appropriate youth organisations.	
02 July 2025 - Brent Safeguarding Children Partnership Report (2024/25)	For future reports to include more data and KPIs.	Children, Young People and Community Development Brent Safeguarding Children Partnership Independent Scrutineer	New commissioned software via PHEW in place to support with this. Section 11 audit to be actioned.	

17 September 2025 – The Impact of Youth Justice Service Delivery in Brent	The service should strengthen and expand partnerships with boxing clubs, music groups, and similar community-based initiatives that promote rehabilitation, foster pro-social identity, reduce the risk of reoffending, and help individuals remain engaged and focused on their future.	Children, Young People and Community Development	<p>Brent YJS works with a range of community-based initiatives. These include St. Giles Trust mentoring, the <i>I Am Brent</i> consortium, Raheem Sterling Foundation, and the <i>Engage</i> Programme - youth work support in Police custody suites.</p> <p>A briefing paper outlining progress made to increase pathways to community based, voluntary sector and partner agency initiatives will be presented to CWBSC in March 2026.</p>	
17 September 2025 – The Impact of Youth Justice Service Delivery in Brent	For the Youth Justice Service to consider engaging with Wembley Stadium to explore potential employment pathways in the security and hospitality sectors, aimed at supporting young people transitioning out of the YJS and reintegrating into the community.	Children, Young People and Community Development	Brent YJS will explore the development of Wembley Stadium employment pathways with Community Development colleagues. This work will seek to complement existing Employment, Training and Education (ETE) support provided to YJS from the Shaw Trust, and from Plias Resettlement. Both Services are co-located within the YJS and provide ETE mentoring and counselling support to children involved in Brent Youth justice System.	
17 September 2025 – The Impact of Youth Justice Service Delivery in Brent	<p>The Youth Justice Service should strengthen collaboration with Brent's partners and the voluntary sector.</p> <p>As the current report did not focus on this area in detail, the Committee requests a future update outlining any progress made in developing these partnerships.</p>	Children, Young People and Community Development	<p>Brent YJS works closely with voluntary sector and youth justice partners. These include <i>Via</i> substance misuse support, the Young Brent Foundation, Probation Service, CAMHS, and the Police.</p> <p>A progress update on the entirety of this work will be included in the briefing paper presented to CWBSC in March 2026.</p>	
17 September 2025 – Children's Oral Health	To get a strong message out to Brent parents, carers and communities via tools such as the Brent Magazine, Brent Health Matters, Libraries, Hubs, Family	Service Reform and Strategy	76% of settings that we have approached are successfully delivering the Supervised Toothbrushing Programme. However, we have only been able to reach just under 50% of the 314 settings in the borough. Since October, we have contacted 15 settings from IMD 1 and 2 and seven have agreed to sign up.	

	Wellbeing Centres and schools, focusing on areas with poorer oral health outcomes, about the use of fluoride on teeth.		<p>Therefore, we will need to expand our reach and thus will appreciate the support and input from the council's corporate communications team in centring oral health for families.</p> <p>We will draft a paragraph for Brent magazine encouraging parents to ensure their children are brushing their teeth twice a day, specifically focusing the messaging on the role fluoride in toothpastes play in preventing decay. Also, encouraging visiting the dentist regularly who are able to provide high-strength fluoride varnish applications for children and greater risk of tooth decay.</p>	
17 September 2025 – Period Dignity	To develop a plan to incentivise private sector organisations to offer similar products and information	Service Reform and Strategy	We will seek to work with colleagues both within and outside of the council to establish a plan. An example of how this could be established is through current activity to update our approach to Social Value i.e. encouraging our contractors and providers to provide free products	
17 September 2025 – Period Dignity	In developing projects and policies, to ask young people for their opinion, not just through BYP but other youth groups in the area.	Service Reform and Strategy	During the development phase of future projects and policies related to Period Dignity we will engage with young people, beyond BYP.	
17 September 2025 – Period Dignity	For any future report on pilots, to ensure a more structured way of evaluating the pilot, what the learning was, and what would be done for the future.	Service Reform and Strategy	The report presented does this to an extent, but we will make this clearer and more robust in the future.	

Information requests from CWBSC to Council departments/partners

Meeting date and agenda item	Information requests	Council Department/External Partner	Response
17 September 2025 – The Impact of Youth Justice Service Delivery in Brent	As agreed by the Corporate Director, the Committee requests an explanatory note detailing the methodology used to produce the 2024/25 data presented in the report.	Children, Young People and Community Development	<p>The report: <i>The Impact of Youth Justice Service Delivery in Brent</i>, contains seven statistical tables. The accuracy of four of these tables was questioned during the Community and Wellbeing Scrutiny Committee meeting on 17 September 2025. Below are detailed responses to each of these questions:</p> <p>Data source and counting methodology Every quarter, all Youth Justice Services in England and Wales submit case level data to the Youth Justice Board (YJB). This information is uploaded from local authority youth justice case management systems. Information is collated by the YJB. This is done in adherence to YJB counting rules that are applied consistently to all Youth Justice Services to allow comparative analysis at a national, regional and local level. This data is then published by the YJB and includes rate of reoffending, rate and number of reoffending, number of children remanded into custody, and the number of children sentenced to custody.</p> <p>Re-offending The narrative and data provided in <i>The Impact of Youth Justice Service Delivery in Brent</i> follows: “Re-offending rates are prone to fluctuation and tracked over a period of 18-months. The low rates of reoffending that Brent has experienced in recent years is likely to have been influenced by the considerable programme of preventative work undertaken at this time.”</p> <p>Table 3: Brent youth reoffending rates, October 2018 to June 2023</p>



Early Help response

A cohort of “repeat offenders” is identified every quarter, then tracked for a period of eighteen-months to determine the cohorts rate of reoffending. The results are published three-months later, meaning data relates to a period of analysis commencing 21-months earlier.

Table 3 shows that the Brent rate of reoffending decreased sharply in the period January to March 2021, increased sharply six-months later, fell sharply in the period January to March 2022, before increasing gradually in the five quarters that followed. There is however reason to be cautious about the accuracy of this data as it was counted during the height of the Pandemic. During this time crime statistics were affected by factors including restrictions on social movement, and the slow progression of cases through the judicial system which ultimately created a backlog of juvenile cases waiting to be administered.

It may never be understood whether Brent’s performance was exceptional during the time or a byproduct of COVID-19. This question was posed to the YJB throughout this time; the response was limited to the possibility that due to pandemic related

staffing issues affecting YJB data officers, Brent's data may not have been processed as thoroughly as usual.

The "low rate of offending Brent has experienced in recent years" is referenced to the most recent rate of reoffending (33.3%) being almost half of that recorded in the period October to December 2019 (63.3%), when Brent's rate of reoffending was significantly higher than the London and Family Group rates – it is currently marginally higher than both.

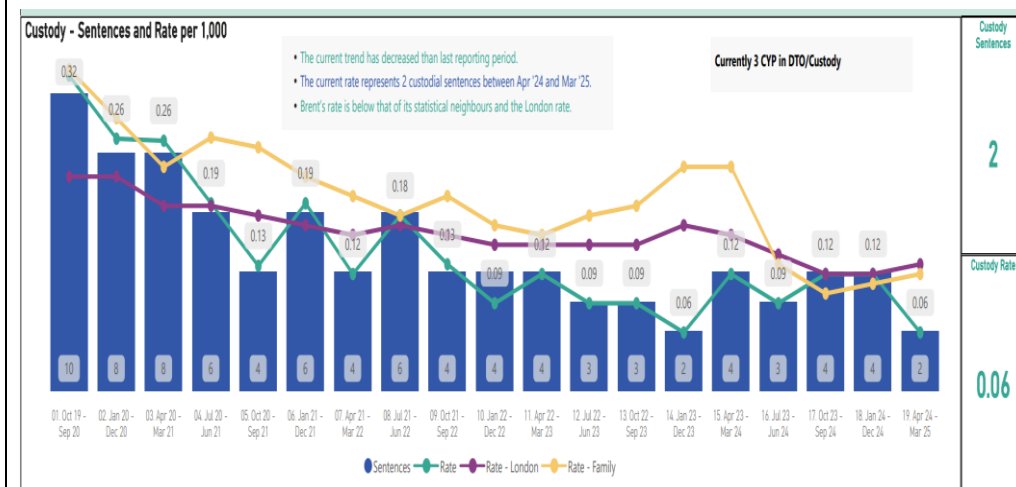
The complex nature of reoffending data warranted further explanation than that outlined in *The Impact of Youth Justice Service Delivery* report. Future reports will ensure this level of detail is provided.

Custody

The narrative and data provided in *The Impact of Youth Justice Service Delivery in Brent* included:

"Brent's custodial population is lower than both our statistical neighbours and the London average."

Table 4: Brent youth custody rate and numbers, October 2019 to March 2025



Early Help response

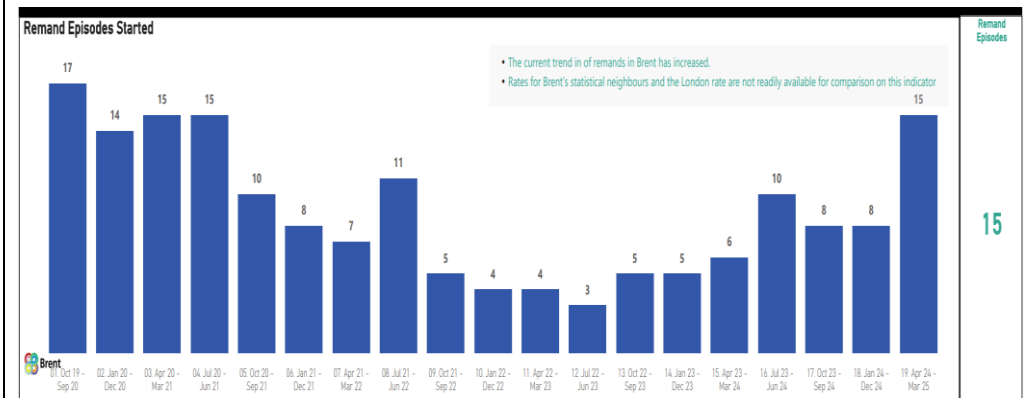
The rate and number of Brent children sentenced to custody has fallen significantly since analysis within Table 4 commenced in the 12-month period October 2019 to September 2020 (0.32 children per thousand – 10 children) and ended in the period April 2024 to March 2025 (0.06 children per thousand – 2 children. It is currently well below both the London and family rate.

Remands

The narrative and data provided in *The Impact of Youth Justice Service Delivery in Brent* included:

“...the number of remands has increased by three compared to the previous year (five) to total eight in 2024/25. This increase is attributed to two serious incidents involving eight children in 2024/25.”

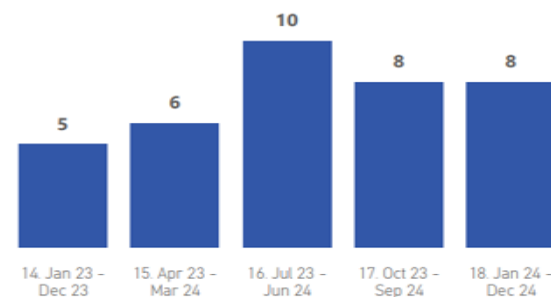
Table 5: Brent youth remand numbers, October 2019 to March 2025



Early Help response

“...the number of remands has increased by three compared to the previous year (five) to total eight in 2024/25. This increase is attributed to two serious incidents involving eight children in 2024/25.”

This statement mistakenly refers to the 2024/25 financial year. It is in fact a correct comparison of the calendar years 2024 and 2025:



A correct explanation of the reason why the number of children on remand increased significantly is provided. However, there is an absence of an explicit reference to the 15 children who were remanded into custody in the period April 2024 to March 2025.



A clearer narrative to provide context is as follows:

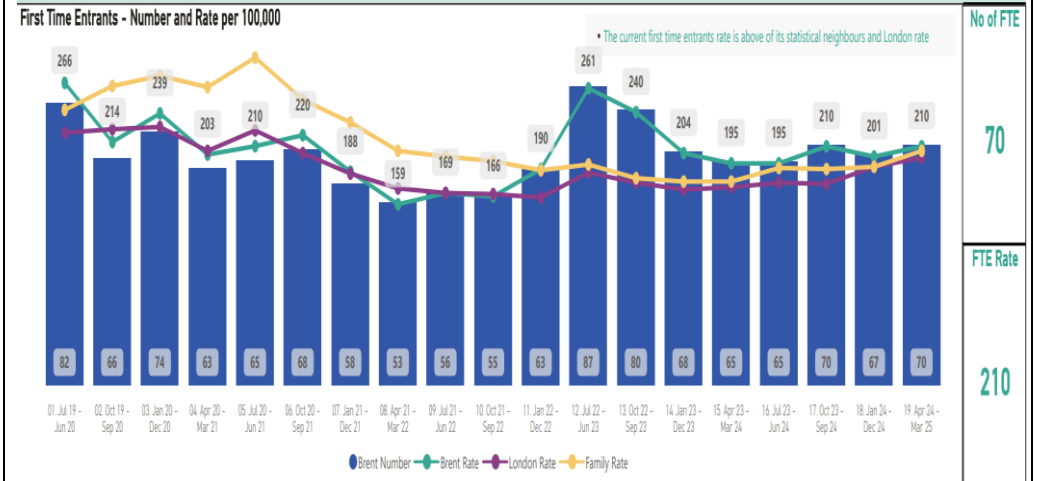
...the number of remands in the 2023 calendar year was five. This figure increased to eight in the 2024 calendar year. In the twelve-month period ending March 2025, 15 children received custodial remands. This increase is attributed to two serious incidents involving eight children.

First-time entrants to the Youth Justice System (FTEs)

The narrative and data provided in *The Impact of Youth Justice Service Delivery in Brent* included:

“The number of children entering the Youth Justice System has also been falling for more than a decade, at a national and local level.”

Table 6: Brent first-time entrants to the youth justice system, July 2019 to March 2025



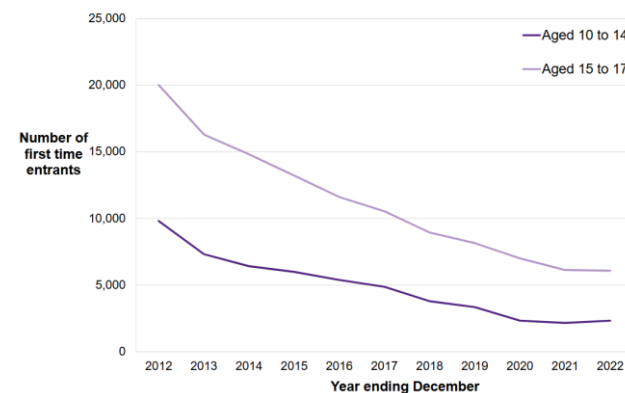
Early Help response

More context was needed to support this statement: YJB Accredited official statistics provided in

Youth Justice Statistics: 2022 to 2023, [Youth Justice Statistics: 2022 to 2023 \(accessible version\) - GOV.UK](#)

Published on 25 January 2024, show that the national number of FTEs has fallen sharply since 2012.

Figure 2.2: Number of child first time entrants by age group, England and Wales, year ending December 2012 to 2022



The number of FTEs in Brent in 2012 cannot be provided due to changes in case management systems that occurred at this time. It does however roughly correlate to the decline experienced nationally. A central government FTE target for Brent in the late noughties was approximately 400.

Although the dataset provided in Table 6 cannot be extended to include this period, more explanation is needed. Future narratives of first-time offending will afford equal attention to recent change. In this way, the narrative relating to the period contained in *The Impact of Youth Justice Service Delivery in Brent*, will include additional information as follows:

“The number of children entering the Youth Justice System has also been falling for more than a decade, at a national and local level.” In Brent, a historical low of 53 FTEs was recorded in the twelve-month period between April 2021 to March 2022. This increased to 87 in the period July 2022 to June 2023, before falling to 68 between January and December 2023. The number of FTEs plateaued at this time and most recently totalled 70 in the period April 2024 to March 2025. This is marginally higher, and comparable, than both our Family and the London rate of FTEs.

17 September 2025 – Children's Oral Health	For the Committee to be provided with the response made to the NHS Dentistry Contract consultation, and any follow-up responses made as a result of the findings of the consultation.	Service Reform and Strategy	<p>Brent Council worked in collaboration with NWL dental liaison group to respond to the survey questions that formed the NHS Dentistry Contract consultation, and we will request for a local summary of the responses to the questions.</p> <p>NHS Dentistry Contract consultation which closed in August 2025, and the findings are being considered. However, the DHSC expects that the proposals package may start to be implemented from April 2026. We will share any information from the implementation of the proposal with the committee when this happens.</p>
17 September 2025 – Period Dignity	To provide the list of schools that had confirmed they were providing free period products.	Service Reform and Strategy	<p>Between 2020-2024, the schools listed below have provided free products (this list does not necessarily mean the schools provided products every year). More comprehensive insights are available via the Department for Education: Period product scheme: management information - GOV.UK</p> <ul style="list-style-type: none"> • Newman Catholic College • Skills Training UK • JFS • Capital City Academy • Ark Academy • Ashley College • E-ACT Crest Academy • Claremont High School • Kingsbury High School • Saint Claudine's Catholic School for Girls • Wembley High Technology College • Queens Park Community School • Alperton Community School • Sudbury Primary School • Preston Manor School • Salusbury Primary School • Woodfield School • Gladstone Park Primary School • Ark Elvin Academy

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| | | | <ul style="list-style-type: none">• Michaela Community School• St Andrew and St Francis CofE Primary School• St Gregory's Catholic Science College• Oakington Manor Primary School• Furness Primary School• Manor School• Braintcroft E-ACT Primary Academy• The Kilburn Park School Foundation• Chalkhill Primary School• Mitchell Brook Primary School• Newfield Primary School• The Stonebridge School• Preston Park Primary School• Northview Junior and Infant School• Lyon Park Primary School• Leopold Primary School• Uxendon Manor Primary School• Harlesden Primary School• Brentfield Primary School• Anson Primary School• St Joseph's Roman Catholic Primary School• Our Lady of Lourdes Catholic Primary School• St Joseph's Catholic Junior School• Fryent Primary School• Oliver Goldsmith Primary School• Wykeham Primary School• Barham Primary School• Kingsbury Green Primary School• Islamia Primary School• Sinai Jewish Primary School |
|--|--|--|--|

			<ul style="list-style-type: none">• St Mary's CofE Primary School• Princess Frederica CofE Primary School• John Keble CofE Primary School• Christ Church CofE Primary School• Roe Green Junior School• Mount Stewart Junior School• Wembley Primary School• Phoenix Arch School• Byron Court Primary School• St Mary's RC Primary School• St Robert Southwell Catholic Primary School• The Village School• Our Lady of Grace Catholic Junior School• St Margaret Clitherow RC Primary School
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