



Community and Wellbeing Scrutiny Committee

Wednesday 4 March 2026 at *5.15 pm

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

**Please note the earlier start time for this meeting.*

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

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

Membership:

Members

Councillors:

Ketan Sheth (Chair)

Afzal (Vice-Chair)

Aden

Chohan

Collymore

Clinton

Ethapemi

Mahmood

Mistry

T. Smith

Vacancy

Substitute Members

Councillors:

S Butt, Conneely, Dixon, Kennelly, Long, Molloy, Shah and 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
Lucy Cox, NEU Observer

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

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

Notes for Members - Declarations of Interest:

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

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

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

***Disclosable Pecuniary Interests:**

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

****Personal Interests:**

The business relates to or affects:

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

or

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

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

Agenda

Introductions, if appropriate.

Item	Page
1 Apologies for absence and clarification of alternate members	
2 Declarations of interests	
Members are invited to declare at this stage of the meeting, the nature and existence of any relevant disclosable pecuniary or personal interests in the items on this agenda and to specify the item(s) to which they relate.	
3 Deputations (if any)	
To hear any deputations received from members of the public in accordance with Standing Order 67.	
4 Minutes of the previous meeting	1 - 18
To approve the minutes of the previous meeting as a correct record.	
5 Matters arising (if any)	
6 Reduction in operating hours at the Urgent Treatment Centre located at Central Middlesex Hospital	Briefing
To receive a briefing from London North West University Healthcare NHS Trust in relation to the operating hours at the Urgent Treatment Centre at Central Middlesex Hospital.	
7 Housing Management: Tenant Satisfaction Measures and Brent Housing Management (BHM) Performance	19 - 42
To receive an overview and update on the performance of Brent Housing Management (BHM) against Tenant Satisfaction Measures and improvements planned and delivered in relation to BHM performance, particularly voids, compliance, repairs and disrepair, rent collection and arrears, complaints, major planned works, and the current financial position.	
8 Area Tenancy Management Model	43 - 80
To receive the current context of the Area Tenancy Management team	

responsible for providing tenancy services to general needs Council tenants.

9 Temporary Accommodation, Supported Exempt Accommodation and Homelessness Prevention 81 - 118

To receive an update on temporary accommodation, supported exempt accommodation and homelessness prevention, including the financial position and partnership working.

10 Community and Wellbeing Scrutiny Committee Work Programme 2025-26 119 - 128

To receive the Committee's work programme for 2025-26.

11 Community and Wellbeing Scrutiny Committee Recommendations Tracker 129 - 160

To receive the Community and Wellbeing Scrutiny Committee Recommendations Tracker.

12 Exclusion of the Press and Public

The following item(s) are not for publication as they relate to the category of exempt information set out below, as specified under Part 1, Schedule 12A of the Local Government Act 1972:

Agenda Item 9: Temporary Accommodation, Supported Exempt Accommodation and Homelessness Prevention (Appendix 1)

This appendix has been classified as exempt under Paragraph 3 of Part 1 Schedule 12A of the Local Government Act 1972, namely: "Information relating to the financial or business affairs of any particular person (including the authority holding that information)".

13 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: Thursday 9 April 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](#).



MINUTES OF THE COMMUNITY AND WELLBEING SCRUTINY COMMITTEE
Monday 19 January 2026 at 6.00 pm
Held as a hybrid meeting in the Conference Hall – Brent Civic Centre

PRESENT: Councillor Ketan Sheth (Chair), Councillor Afzal (Vice Chair), and Councillors Aden, Clinton, Ethapemi, Mahmood and Mistry, and co-opted member Ms Rachelle Goldberg

In attendance: Councillor Muhammed Butt, Councillor Gwen Grahl

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

- Councillor Collymore
- Councillor Tazi Smith
- Archdeacon Catherine Pickford
- Mr Alloysius Frederick
- Jenny Cooper
- Councillor Knight

2. **Declarations of interests**

Personal interests were declared as follows:

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

3. **Petitions (if any)**

To request Brent Community and Wellbeing Scrutiny Committee to consider proposals to reduce the opening hours of Central Middlesex Urgent Treatment Centre

The Chair welcomed Zhenga Wellings-Longmore (as lead petitioner) to the meeting, who he advised was attending to present a petition requesting the Committee to consider proposals to reduce the opening hours of Central Middlesex Urgent Treatment Centre.

In thanking members for the opportunity to speak, Zhenga Wellings-Longmore advised of her roots within the Harlesden and Kensal Green community, where her grandchildren now lived and where she had three generations of family depending on services within the area, highlighting that she spoke from lived experience, memory, and a sense of responsibility for the future.

In outlining the petition, Ms Wellings-Longmore advised that she was speaking regarding the proposals to reduce the opening hours of the Urgent Treatment

Centre at Central Middlesex Hospital by three hours a day, equating to 21 hours a week. She highlighted that, on the ground, that meant real people being turned away, longer journeys for people needing the service late at night, and more pressure on already overstretched services elsewhere. She reminded the Committee of the decision in 2014 when the A&E department at Central Middlesex Hospital was closed following a decision by the Health Secretary at the time, where residents had been reassured that the Urgent Care Centre would mitigate the loss of A&E and act as a safe alternative. Subsequently in 2019, she highlighted that the reassurance was weakened when the overnight service was withdrawn and the opening hours reduced, which had been reluctantly accepted by local residents who had been assured that the service would still meet local need. Now residents were being asked to accept another significant reduction, with proposals to close the centre at 9pm compared to midnight, which she felt was a fundamental erosion of access to urgent healthcare.

In continuing to outline the concerns of the petitioners, Ms Wellings-Longmore highlighted that residents did not stop becoming ill or injured after 9pm, and concluded that a late-evening urgent care service was not a luxury but a necessity. She further highlighted that Brent's population was growing, not shrinking, so she felt it was difficult to understand why these proposals were being made following a 9.2% increase in population between 2011 and 2021, significantly higher than the national and London average. She added that the population was also ageing, with people living longer and having complex health needs. In addition, she highlighted the major developments coming on stream in Brent over the next few years in Grand Union, Alperton, Wembley Central and Neasden, where thousands more residents would move into the borough, but instead of planning for increased demand, residents were being asked to accept reduced access to urgent care.

In considering how the growing and ageing population would cope with reduced access, the petitioners highlighted that when services at Central Middlesex were cut, the pressure did not disappear but moved elsewhere, and Northwick Park Hospital A&E and Urgent Treatment Centre were already under enormous pressure. Petitioners predicted that the reduced hours at Central Middlesex would push more people towards Northwick Park, increasing waiting times and reducing the chances of people being seen quickly when they needed it most. She also foresaw that people may not go to hospital when they needed to if access became too difficult, resulting in conditions worsening when what could have been treated early became an emergency later.

Ms Wellings-Longmore affirmed that, due to the reasons outlined, the petitioners were firmly opposed to any further reduction in services at Central Middlesex Hospital, and asked for transparency, accountability and democratic oversight moving forward. The petitioners called on Brent Council to call an urgent meeting of the Community and Wellbeing Scrutiny Committee so that the proposals could be properly examined, questioned and debated. In requesting this scrutiny, Ms Wellings-Longmore highlighted precedent for this, referring to the scrutiny committee consideration of changes to the service on 9 July 2019, allowing councillors and residents the opportunity to scrutinise the impact of the reduction in

hours and ensure local voices were heard. They hoped for that same opportunity to be afforded now to consider the impact of the reduction on local residents.

In summing up, Ms Wellings-Longmore affirmed that the petition was about people and fairness, recognising that communities such as Harlesden, Kensal Green and the wider Brent area deserved accessible and reliable urgent healthcare, and not the slow erosion of services that residents were seeing that she felt had been cut back too far, highlighting that once services were gone it was very difficult to get them back. She expressed she made this plea for her neighbours, children and grandchildren, and people who worked late, cared for others, and relied on public healthcare. She drew her remarks to close asking the Chair to convene a scrutiny committee to consider these proposals and stand up for residents.

In response, the Chair thanked Zhenga Wellings-Longmore and others for attending the Committee to ensure the views of the petitioners were represented. In noting the request for the Committee to consider the proposals to reduce opening hours at Central Middlesex Hospital Urgent Care Centre, he confirmed that the Committee had reviewed the proposals at previous Committee meetings with senior representatives from London North West University Healthcare NHS Trust and were monitoring the impact of the changes going forward.

4. Deputations (if any)

There were no deputations received.

5. Minutes of the previous meeting

The minutes of the meeting held on 19 November 2025 were approved as an accurate record of the meeting.

6. Matters arising (if any)

There were no matters arising.

7. Emergency Planning and Update on Casey Review

Councillor Muhammed Butt (Leader of the Council) introduced the report, thanking all partners involved for being part of this process. He felt that the progress made since 2020 and the work done to improve emergency planning and protect residents and businesses through collaboration and partnership demonstrated the commitment to ensuring a situation such as the disorder of the Euro 2020 final never happened again. He added that this work would always be a work in progress as there was always new improvements that could be made, but felt that the tangible improvements being seen were a testament to the commitment all partners had made to ensuring Brent remained a safe borough for everyone, including visitors.

Jehan Weerasinghe (Corporate Director Neighbourhoods and Regeneration, Brent Council) added that the report addressed key questions in terms of what the findings of the review were and how they had been implemented on the ground. He highlighted the statutory responsibility the Council and partners had in ensuring

safety to, from and during events and the commitment to ensuring Wembley Stadium was the most welcoming venue for people who came from across the world. He felt that all actions that the team had put into place in effective partnership with the Metropolitan Police, British Transport Police, FA and other partners showed the solid, singular dedication to the safety of citizens to ensure they left the world-class venue having had a great experience and left safe.

Chris Whyte (Director of Public Realm, Brent Council) introduced other colleagues present to respond to questions and asked Tom Legg (Director of External Operations, Wembley Stadium – FA) to present the improvements that had been made at the Stadium over the last 5 years.

Tom Legg then made a presentation, highlighting the following key points:

- In response to the Casey Review, Wembley National Stadium Limited (WNSL), Brent Council, Wembley Park Ltd, and the Metropolitan Police had worked collaboratively to meet the recommendations to improve the local and spectator experience within Wembley on event days, including;
 - Improved accessible pass gates on Level 1 of the stadium concourse, securely reinforced to prevent unauthorised entry and complying with Disability Discrimination Act guidance.
 - Physical external security perimeters to minimise impact on crowd flows, compliant with Hostile Vehicle Mitigation (HVM) measures.
 - Advanced oversight of safety and security plans and identified risks, relayed to the Health and Safety FA Board representatives for discussion and approval.
 - Peer reviews by leading crowd safety experts to undertake a ‘health check’ of event day processes, with the Stadium scoring 94.3% on average, and two further independent reviews of CCTV coverage across partners and neighbouring deployments to reinforce event day measures and ensure all aspects of event day security, safety and counter terrorism were thoroughly reviewed.
 - Continued staff feedback from stewarding agencies following each event, and a permanently employed second Deputy Safety Officer for Stadium Event Days. Since 2022, the Stadium has also deployed a higher volume of security stewards compared to previous years.
- Additional measures following the implementation of the Casey Review recommendations have also been implemented, including:
 - Implementation of an outer Door Security Perimeter for the UEFA Champions League Final 2024, an Event of National Significance, which was subject to detailed crowd flow analysis, fencing prototype testing and stakeholder engagement between Zone Ex and Safety Advisory Group (SAG) stakeholders following a successful trial at five events prior to the Final. The perimeter provided a precedent for the deployment of an Outer Security Perimeter at future Events of National Significance.

- Continued enhancements to secure the stadium perimeter, including installation of new security gates and rolling shutters at access points.
- Continued CCTV deployment improvements, additional 10X CCTV screens in Zone Ex to increase monitoring, and CCTV maintenance and system upgrades.
- Through the establishment of Zone Ex and the Best in Class approach now being taken, the following improvements had been made:
 - Development of an in-house Zone Ex Coordination Centre providing a control room base for WNSL, Brent Council, Wembley Park Ltd, TfL, Transport Operating Companies, National Highways, and traffic and external operations contractors, uniting all Zone Ex stakeholders in one place to manage activity on the external footprint.
 - A communications strategy across partners now ensured the message of zero tolerance for ASB was extended across Wembley, with the Stadium, Council and Wembley Park Ltd also providing additional infrastructure measures to emphasise the PSPO messaging on event days and digital wayfinding signage.
 - Enforcement of the PSPO, including the prohibition of ASB, sale/resale of tickets, consumption of alcohol in open spaces and licenced areas, public urination, flying of drones, access of unauthorized vehicles, and sale of merchandise.
 - Prohibition of the sale of alcohol in the local area on event days and designated fan zones acted as key drivers to improve fan behaviours in Zone Ex.
 - 'Alpha Zulu' stewards reinforce to visitors the prohibition of alcohol on arrival at Wembley Park, with up to 100 stewards deployed on the footprint depending on the Met Police event risk rating.
 - Temporary toilet facilities have been implemented across Wembley Park to reduce public urination on event days, with improved, high-capacity modular toilet units that were easy to install, energy efficient and independent of a mains power / water supply.
 - Zone Ex areas are now suitably protected with fencing resources where gaps were identified in a Crowd Egress Management Plan in 2022, with protected Resident Quiet Zones.
 - WNSL secured a 365-day/year premises licence for the 'East Village' to act as fan zones, providing capacity for up to 4,000 spectators with designated drinking areas.
 - Zone Ex action days took place on an annual basis bringing together Zone Ex stakeholders to ensure responsibilities and procedures are readily known for stakeholders to respond to a range of different event intel or incidents.
- New initiatives in progress for 2026 and beyond include:
 - Event enforcement recategorization, amending the risk ratings of events to correspond to the enforcement priority of the event.

- Continuing to look for a permanent secondary fan zone site that can match the capacity of the East Village.
- S106 commitments following the approval of Brent Planning Committee to allow for 54 major stadium events per year to provide £150k for TfL towards CCTV and signage upgrades around Wembley Park Station, £100k towards a transport study and £200k towards any recommended improvements arising from that, monetary contributions towards Brent Council's operational costs for all events with an expected attendance greater than 51,000 and additional £15k for each major event after event 46, and up to £200k towards CCTV maintenance and system upgrades around the Stadium.

Peter Dearden (Chief Inspector – MO6 Public Order Command, Metropolitan Police) addressed the pillars of work the Metropolitan Police were focused on during event days, including; precision targeting of drug taking; seizure of alcohol, with 16,000 alcohol seizures in 2025 alone; and football banning order rates, which he highlighted were increasing and targeting the right people committing the most serious offences and keeping them away from all football across the country. He agreed that the relationships were very mature across the various partners, and in particular commended the Council's PSPO Enforcement and deployment of officers to address violence against women and girls.

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

The Committee was pleased to hear that partners recognised their statutory duties to keep all visitors and local residents safe and the efforts to work collaboratively across partners to implement improvements. They asked whether partners were reassured that all of the recommendations from the Baroness Casey Review had now been implemented and were confident that all partners were totally equipped to take the right actions in an emergency. In terms of responding to the recommendations of the Casey Review, Chris Whyte advised that he was very satisfied that partners had complied with those fully, particularly in relation to Anti-Social Behaviour (ASB) and implementation of regulatory controls around the sale of alcohol to football fans, which had been a contributing factor to the disorder at the Euros final. Local business had been very willing to comply with the ban on sales of alcohol, and a PSPO had been introduced to prohibit the drinking of alcohol in public areas. He felt these controls had served to help reach a situation where the levels of ASB and disorder had fallen away since that event. Baroness Casey had subsequently revisited her recommendations and been satisfied that partners had complied with them. In relation to security threats, particularly in response to references to vehicles mounting pavements, he pointed out that the Wembley Zone Ex footprint was encircled by Hostile Vehicle Mitigation Measures which were an integral part of the infrastructure. Tom Legg agreed that partners were ready to take the correct actions in the event of an emergency, highlighting collaboration and the right resourcing plans providing the ability to cope with most scenarios. Mark Lynch (Stadium Director – FA) added that the Wembley Assurance Group had been formed, with Baroness Casey chairing that group, which was made up of representation from Brent Council, FA, Wembley Stadium, Metropolitan Police, Home Office, DCMS, Government Stakeholders and TfL, convening on an

annual basis to review the previous years' events and understand challenges, key learning and take a forward look towards Euros 2028. In terms of what had been discussed at the most recent meeting, Mark Lynch advised that members had reviewed transport challenges from the previous years' events, looked at changes in football behaviour, particularly fan marches and how they were dealt with at the stadium and across London, and planning into 2028, particularly looking at fan zones and screenings across London. Tom Legg added that the FA was proud of the achievements made but recognised that there was a continuous improvement commitment and partners would keep refining plans to ensure that what was deployed to every event was fit for purpose to appropriately suit the nature of the risk presented.

Peter Dearden added that the tailgating legislation currently going through parliament would assist in target hardening the infrastructure to deal with some of the problems Baroness Casey had identified. He recognised that resourcing levels was a specific issue raised by the review, and the Police now ensured they attended very early on event days and stayed as long as necessary, acknowledging that there was crime in the wider area that may need to be addressed and allowing that longer window of deployment. By way of example, he advised that 5,500 officers had been deployed to summer concerts alone, which he felt showed the Met Police commitment to making the environment safe and secure. In terms of ensuring all partners were ready should an emergency occur, he advised that the testing exercises provided comfort that processes were in place to respond to incidents, and added that all police commanders working at Wembley Stadium events were CBRN and NTA trained, meaning the officers posted to event days were fully equipped to deal with those types of emergencies should there be a need.

Noting recent events in Birmingham where fans had been denied entry to watch their team play, the Committee asked whether that was at the discretion of the police command and what level of resourcing police deployed to events. Peter Dearden advised that he was unable to comment on the West Midlands police case. He confirmed there were low, medium and high risk ratings, as well as elevated risk at an event of national significance, which was unique to the national stadium, and the police understood that this was the highest profile stadium hosting the highest profile events, and there was a need to resource to that level of risk. A specific algorithm was used to understand what resourcing levels were needed, recognising that this needed to take into account the time someone left their home, travelled to the stadium and returned home. As well as resource numbers, there were tactical options available to bring risk down that could be deployed, and he was confident that, with the combined experience and expertise of all partners involved, the risks could be met and mitigated.

In recognising the work of partners to implement the recommendations from the Casey review and drive improvements, the Committee asked how partners understood whether the measures being taken were successful. Tom Legg advised that a considerable amount of time was spent ensuring that the Stadium was collecting the right data after each event. This included tracking the number of enforcement actions taken against the audience on event days, which should illustrate that the amount of enforcement activity was reducing and therefore that resources and measures put in place were working. There was a commitment to continue to collect and track that data on enforcement impact. In terms of the

boundary of that data, Tom Legg confirmed that this was primarily collected across Zone Ex, but the Stadium also collected data from other delivery agencies including British Transport Police, TfL, train companies, and quarterly meetings with resident groups to collect information and feedback. For 2026, the FA was also looking to introduce the ability for resident groups to be able to upload specific issues happening in their wards in real time so that they could be responded to in a specific way.

The Committee highlighted that, whilst the outcomes from the implementation of the Casey review recommendations had been alluded to, there had been no data included in the report to support that. They added it was difficult to judge the effectiveness of the improvements without the impact included in the report. Tom Legg acknowledged the challenge and advised that he was keen to discuss the data collected and show the positive trajectory from improvements, but would need to check with partner organisations sourcing the data whether it was open data that could be shared. In recognising that, the Committee advised that the data provided could be in a more over-arching, digestible format and not granular, providing Key Performance Indicators and measuring the progress of those. Tom Legg agreed to take an action considering how best to represent impact data and come back to the Committee for a future review. The Committee asked that this also included sentiment analysis and feedback from residents as well as the enforcement actions undertaken around ASB and alcohol seizures.

The Committee noted that the last multi-agency exercise was in January 2024, and felt that 2 years was a long time between exercises, suggesting that there was a need for the multi-agency to meet more often given the number of events the Stadium would now be holding annually. Chris Whyte confirmed that tabletop exercises were carried out frequently both internally within the Council's own operations and jointly across the partners involved in event days, highlighting that the Stadium professionally hosted these exercises which included scenario planning.

The Committee noted the substantial investment towards TfL CCTV installation around Wembley Park Station, but raised concerns that issues did not always take place within the boundary of the event zone but on tube links and local areas. They asked whether there were enough resources in place to recognise and deal with issues outside of the event zone. Tom Legg highlighted that one of the investments made through the delivery of the Zone Ex Co-ordination Centre was posting TfL officers within the control room to act as the liaison between the Stadium Control Room and TfL's main operating centre, meaning that there was visibility of what was happening on the entire TfL network. Other transport providers were also co-located so that, in the event of an issue in the wider transport network, the control room was immediately aware and could put appropriate plans in place to mitigate any risks.

The Chair invited Councillor Rita Conneely, who had attended the meeting in her capacity as Chair of the Resources and Public Realm Scrutiny Committee, to contribute to the discussion. She asked what work was being done to fit in to larger strategies around ASB and crime prevention as a whole. Chris Whyte responded that the main tool to address that on event days was the PSPO that fit within the wider suite of enforcement controls available across the whole of the borough, which was seen as best in class for large stadium events. He added that other large

stadiums across the country were looking to this approach to adopt something similar. CCTV was also deployed on event days which was felt to be a crucial element, in collaboration with the police to get that right. Simon Finney (Head of Neighbourhood Management, Brent Council) added that there had been investment into the CCTV around the Wembley Park estate with cameras that could track and focus on incidents, alert operators when there were issues with cameras, and use multi-sensor technology. Outside of event days enforcement teams regularly dealt with ASB matters as part of their day-to-day operations.

Brent Youth Parliament Representatives were also welcomed to the meeting and invited to contribute. Representatives highlighted that there was a high concentration of young people moving in and out of the Wembley Park area during event days in order to attend schools or the civic centre, and as such they felt there was a large risk to young people. One representative provided an example of having been walking home from school during the peak of the Euro 2020 events and having a beer bottle thrown at them. In outlining these issues, the representatives raised concerns that the advisory groups detailed within the report were not consulting young people in conducting their reviews and improvement programmes, and requested that Zone Ex consulted schools and young people in the area, who they felt shouldered the burden of the increased activity and ASB in the area. They also highlighted the need for better provision of transport links with TfL to prevent increased risk to young people, highlighting that lack of bus routes on event days lead to young girls walking home alone. In concluding, they asked partners where they had consulted young people, and whether they would commit to consulting young people going forward. Chris Whyte acknowledged the concerns raised, agreeing that consultation with young people was an area to develop, and in relation to the specific personal experiences shared agreed to pass those on to the Stadium who had a very strong regime to ensure safeguarding was given full attention. He took away a commitment to develop that conversation with young people so that their views and experiences were taken into account. Peter Dearden added that an Independent Advisory Group with representation from every stadium in London convened quarterly and it may be appropriate to invite BYP to those meetings in order to guide that group in terms of safety and security. He agreed to look into what opportunities young people had as a touchpoint for the local police with the local neighbourhood teams and reporting issues in the moment.

Brent Youth Parliament also felt that young people were not reaping the benefits of living in the borough through complimentary tickets to events, work experience opportunities and visits to the Stadium, highlighting that some people had lived in Brent all their lives but never visited the Stadium. Mark Lynch responded that 58,000 tickets had been distributed to local residents last year, which represented a 64% increase from the year before. The Stadium had also hosted over 100 students from 8 primary schools in December 2025 at the Wembley Pitch Day, who had been able to play football on the pitch, and seen 1,000 people from the local community attend Stadium tours, which included young people. In relation to employment opportunities, the Stadium worked with the King's Trust to provide local young people work experience opportunities at Wembley, 14 of which had subsequently secured employment with the FA or as Wembley Stadium contractors. He also drew attention to the new Brent Giving charity that the FA was partnering on, which would announce its first grant programme worth £80k at the end of the month that local community organisations could bid for.

The Committee asked whether there were any other areas partners felt were not working and required improvements. Tom Legg felt that there was work that could be done to improve the way pre-event information was provided, and the FA was carefully reviewing some technology applications they could utilise to better prepare local residents and businesses of upcoming event impact. Another way to get better at ensuring local residents and businesses were aware of events coming up was to better liaise with different local groups. Some of this work, such as better co-ordination with local community groups, could be done in a short timeframe, but the tech solution for event information was linked with the development of the Wembley Stadium app which had a medium-term timeline. The Committee asked that a timeline was shared with the Committee that enabled members to review actions against the timeline to see how actions were progressing. They also asked for key themes coming out of the engagement piece with local residents, businesses, schools and groups to be shared with the Committee to provide a holistic picture of the key issues. Tom Legg agreed to take away those actions, highlighting that he was proud of the establishment of the resident group, which had met in December with good positivity around that group. He could share the minutes of that meeting with the Committee.

From Chris Whyte's perspective, he felt that the main large area of outstanding improvement needed was around traffic and parking on event days. The Committee challenged whether the Council having its own car parks available on event days helped the situation, and Chris Whyte acknowledged that this could encourage people to drive to events, but added that Fryent Country Park was only used for very exceptional occasions, and there was work underway to promote the public transport message and review traffic. Tom Legg added that the FA had committed to spend £100k on a detailed transport study for the West of the estate, and an additional £200k on mitigation measures in consultation with the Highways Team at Brent based on the findings of that study.

The Committee felt that, in addition to the mitigations that took place on event days to deal with issues as they happened, there was also a responsibility on the FA to have year-round communications with all teams to ensure they knew what their responsibilities were and could disseminate information to fans. Tom Legg responded that the FA was clear on its position that those in football had a collective responsibility to improve fan behaviour. The FA had invested heavily in recent years to drive specific communications programmes designed to improve fan behaviour, but it was highlighted that this could only be achieved together, so there was a large amount of collaboration across all levels of football both at the professional level and grassroots.

Further discussing resident engagement, the Committee asked what feedback the FA was hearing from residents from the various methods of engagement they were undertaking. Tom Legg advised that he chaired a Wembley Stadium Resident Association Group which received a range of different feedback from each event held at the stadium, and the majority of feedback pointed to the improved communications piece in terms of event days. Some feedback also pointed to better calibrating the way events were resourced and delivered, and he highlighted that it was difficult to ensure that the appropriate level of mitigation measures were in place given that the events delivered at the national stadium were very different by nature, and the resourcing that might be deployed for concerts in the summer months would be very different from the resources deployed for an FA Cup final. He

advised that all partners worked hard to ensure the enforcement measures being deployed were appropriate and aligned to the detailed risk assessments and risk ratings and categories of those events, which took time, co-ordination, accurate data, and feedback from the residents to get right. In response to whether there were any areas partners were looking to scale back measures, Tom Legg added that the approach to Best in Class and Zone Ex was to have the foundation blocks in place, such as toilet units, which were imperative for the delivery of every event, and then ensure resourcing levels were geared towards either safeguarding to protect young audiences or designed to mitigate the risk of ASB.

Noting reference in the report to Corporate Gold and Silver under section 1.3.16, the Committee asked how this was determined. Jehan Weerasinghe advised that this concerned the level of seniority of officer response, with himself and Chris Whyte at Gold Level and Heads of Service and middle managers at Silver Level.

In concluding the discussion, the Committee asked how assured the Council was that the co-operation between multi-agency partners sufficiently prepared organisations to respond to emergency situations on event days. Chris Whyte responded that he was very proud of the arrangements in place to ensure safe and secure events in and around the Stadium. He highlighted that the control room was very high tech and supported by the Council's own control room, and the measures in place across all partners ensured that the delivery of events were Best in Class.

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 recommend that partners involved in delivering safe and secure events at Wembley Stadium engaged children and young people in their arrangements in order to understand the specific issues affecting children and young people on event days. This could include representation from children and young people on advisory boards.
- ii) For future reviews to Committee to include impact data from the improvement actions.

A number of information requests were also made during the discussion, recorded as follows:

- i) To receive a timeline for future improvement actions.
- ii) To receive the minutes of the most recent resident engagement meeting.
- iii) To receive an outline of the themes and issues being raised during resident engagement events.

8. Tackling Poverty in Brent

Councillor Gwen Grahl (as Cabinet Member for Children's Services, Employment and Education) introduced the report, which provided an update on Brent Council's progress and challenges in implementing commitments relating to poverty reduction, cost-of-living support, housing and child poverty alleviation. In introducing the report from a children's services perspective, she advised that child poverty was

a key priority within the department as it affected everything the service delivered, and officers spent a lot of time thinking about the issue and what more could be done in the area. The Council had recently made a submission to the Government's Child Poverty Task Force who were looking for recommendations. She highlighted that giving every child the best start in life needed to include tackling the root causes of poverty and equip children with the resources they needed to thrive. She drew members attention to the report, which outlined some of the department's significant initiatives to do that, including Family Wellbeing Centres which she described as vital hubs where families could access an array of support including benefits advice, healthcare advice and parental guidance, which had reached over 18,000 families the previous year. She also listed Free School Meals (FSMs) as a cornerstone of addressing child poverty, with 25.1% of children in Brent eligible to receive FSMs. She felt that the Mayor's commitment to providing FSMs to all primary school pupils in London had also been hugely impactful. Alongside FSMs, pupils were also eligible for pupil premium, which was money provided to schools to enhance those children's education, and the Council had now set up auto-enrolment for that to ensure none of those children slipped through the net. She advised members of the holiday, activities and food (HAF) programme which she was proud of and felt acted as a lifeline for families during school holidays, as well as the voucher scheme for food which would be protected until 2027. Looking ahead, priorities would include the implementation of the National Strategy on Child Poverty, which would involve developing free breakfast clubs, extension of childcare entitlements, and expanding FSMs for all households on Universal Credit from September 2026. In detailing the steps being taken to alleviate child poverty, she added that these measures could not happen alone, as housing issues were now the main mechanism through which young people's lives became uncertain, with one child in every class in Temporary Accommodation, statistically. The scale of this was outlined in section 7.1 of the report, which detailed that Brent child poverty rates were at an average of 41%, compared to the London average of 35%, considering housing costs within that calculation. If housing costs were removed, the poverty rate sat at 20%, showing the impact of housing costs on poverty. She concluded her introduction by expressing her desire for a national strategy to build a new generation of social housing and solutions to ending the crisis of Temporary Accommodation.

Nigel Chapman (Corporate Director Children, Young People and Community Development, Brent Council) added that one of the Council's protective factors against poverty for future generations was improved education for young people across the borough to equip them with good jobs for the future, emphasising the strong performance of schools in the borough, with all secondary schools in Brent rated as good or outstanding by Ofsted. Children from more deprived backgrounds in Brent were shown to perform better than the national average, showing that the services in place and the work of schools was helping to mitigate the effects of poverty on young people's achievements.

Tom Cattermole (Corporate Director, Housing and Residents Services, Brent Council) provided an introduction from a resident services perspective. He reminded members that the Poverty Commission that was undertaken in 2020 gave Brent Council a clear framework for tackling poverty in the borough, but added that the landscape had changed significantly since then. He advised that the report outlined the pressures being faced, including the rise in demand for Temporary Accommodation and the number of families struggling with essentials including

food, fuel and rent. The support provided by Resident Services had been focused on alleviating those pressures, providing improved employment support, early help for families through strengthening financial assistance, and investing in affordable homes. He highlighted that the approach being taken was compassionate and practical and combined immediate support, such as through Brent Hubs, the Resident Support Fund and Emergency Grants, with long term actions on skills, housing and prevention.

In drawing the introduction to close, Andrew Phillips (Strategy Lead – Policy, Brent Council) drew members' attention to the Social Progress Index (SPI) tool which had been recently published and supported the monitoring of data, enabling the Council to identify gaps in the poverty offer, which was further supported by the government's recently published Multiple Indices of Deprivation which now considered housing.

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

The Chair invited Brent Youth Parliament to lead the discussion. Brent Youth Parliament was pleased that the report recognised the lack of vocational outcomes and opportunities for well paid local work for residents, which they identified as very important to young people right now. They asked what action was taking place specifically for young people, aside from workshops or careers fairs which most young people felt did not directly cater to their needs, to help young people into opportunities, how many people were able to secure jobs from those fares, and how young people were being consulted in these processes. They advocated for more local or borough specific degree apprenticeships for young people, adding that many young people were interested in the Council's audit service. Councillor Grahl agreed that there was a need for more opportunities in the borough, particularly apprenticeships. In her new portfolio role she had undertaken a review of jobs and skills in Brent with an external consultant who had made a number of recommendations, including to set up a local Skills and Employment Board made up of different stakeholders from across the borough to look carefully at the offer and contribute to it, which was being worked towards. She also wanted to look at the different Key Performance Indicators which she did not feel had been done consistently in the past. In terms of opportunities for work experience, Nigel Chapman added that it had been the responsibility of schools for the past 10 years to organise careers advice and work experience for young people, but he felt that the effectiveness of this varied between schools. As part of the review, he would be making an offer to local schools to co-ordinate work experience opportunities across Brent so that a more consistent offer could be provided.

The Chair asked officers to elaborate on how the Council used its links with other stakeholders to drive opportunities in order to offer a more holistic offer, such as through the Mayor's Academy, Wembley Stadium, University of West London and NHS providers. Nigel Chapman advised that the Council's employment service, Brent Works, had good links to those partners and delivered a high number of work placements for Brent's population. This offer was not specific to young people, but there were good connections with NHS and other medium sized local employers. He

agreed to provide data on how many young people who attended jobs fairs had subsequently secured employment.

Brent Youth Parliament also highlighted the barriers of Temporary Accommodation, particularly as people were being moved large distances away from Brent. They highlighted that this had an impact on young people during their crucial school years, with many not taking their GCSEs as a result or not continuing on to post-16 education due to the distances they needed to travel to continue their education. They asked whether the Council would consult young people experiencing long term Temporary Accommodation on its impact, and whether the Council would publicise the number of young people moved beyond Brent, London and the M25 circle during their GCSE and A-Level period. Tom Cattermole assured members that the Council did attempt to place families as close to Brent as possible, but were not always successful because the level of demand did not match the level of supply. He highlighted that the ultimate success story for the Council would be for every family on the Temporary Accommodation (TA) list to have a permanent residence. The Council had learned from families in TA that the most unsettling type of accommodation was bed and breakfast, so the Council did prioritise single units as opposed to B&B, and, given the demand and cost, those units were not always available in Brent. There were around 800 social housing units coming on stream for the Council in the upcoming financial year, but he highlighted that housing supply was a London crisis with every borough facing similar challenges. The Council continued to try to minimise the impact to families by prioritising local places, including taking into account if there were school aged children due to undertake exams, but the main priority was to get people into safe and suitable accommodation. Palvinder Kudhail (Director of Early Help and Social Care, Brent Council) added that Family Wellbeing Centres provided advice and information, including debt advice, and advocated on behalf of the families by speaking to the housing department about location and schooling to try to maintain continuity for young people where they were at exam stages.

Brent Youth Parliament recognised the challenges outlined and that the long term solution was for increased supply of affordable housing, but highlighted that in the shorter term young people should have their voices directly represented in order for the Council to understand the unique impact TA had on young people. For example, young people in TA advocated for receiving travel vouchers so that they could afford travelling to and from school and needed a place to voice that proposal. Brent Youth Parliament also asked the Council to consider moving people around to maintain young people in crucial moments of their education specifically, formalising an obligation to prioritise local places for those types of young people.

Brent Youth Parliament further commented, highlighting a gap in provision in relation to Free School Meals for young people aged 16-19, particularly with the loss of Educational Maintenance Allowance packages. They urged the Council to release frameworks or advice about how FSMs should be implemented across schools. They added that Tower Hamlets Council had reinstated EMA and reported a decreased burden on the Council as a result. They suggested that FSMs could be redirected to young people who had lost that EMA in Brent. Nigel Chapman advised that the FSM provision was funded through the GLA for primary schools, and the Council was not

in a position to extend that to secondary schools or beyond. If the financial situation changed then this could be looked into.

In concluding their challenge, Brent Youth Parliament asked how the Council would respond to the youth policies outlined in the National Youth Strategy, which included providing youth services to tackle poverty. Nigel Chapman advised that the National Youth Strategy had been published the previous month, with Brent children's services currently reviewing the strategy alongside the Council's own Youth Strategy which had been published in 2025. One practical thing that the Council had committed to was spending £4-5m towards improving youth facilities across the borough, with 5 centres set to benefit over the next two years to help provide young people with a space for activities. The Council was working with the voluntary sector on the delivery of that.

The Chair then invited Councillor Rita Conneely, as Chair of the Resources and Public Realm Scrutiny Committee, to contribute to the discussion. In opening her remarks, Councillor Conneely thanked Brent Youth Parliament for keeping a focus on Temporary Accommodation, which she highlighted as one of the greatest financial risks to the Council and to Councils across the country. In relation to children's services as a whole, she recognised some of the work being done, particularly the father's residential programme at the Gordon Brown Centre, and commended the Council for using those assets, but highlighted that these types of offers were highly dependent on grants. She asked where the Council's ability to bring in grants lay to address some of the issues outlined in the poverty commission, and where there were gaps that the Council recognised as local need, but which were not recognised nationally as requiring investment. Nigel Chapman responded that the local government finance settlement had been announced just before Christmas and was still being worked through, but he was happy to see there had been an increase in the Council's grant funded position for 2026-27 and over a longer, three-year period to support early intervention and prevention. He hoped to use that to introduce new provision not already in place, for example support for children and young people outside of the home at risk of harm through gang related activity, or family therapy for children and young people struggling with parental relationships. The Council had not yet set the budget for 2026-27, so the department was working at pace with finance colleagues to put a three-year programme in place.

Noting that the Community and Wellbeing Scrutiny Committee had previously made recommendations in relation to the poverty commission, including to work with food banks to develop a food strategy and the implementation of breakfast and afterschool clubs, the Committee asked what had been developed following those recommendations. Nigel Chapman advised that the government had released new funding for the provision of breakfast and afterschool clubs. In relation to the food strategy, Tom Pickup advised that the programme had moved to the Public Health Team, who were not present at the meeting, but he confirmed that they had dedicated resource to drive that work forward. He agreed to reach out to the Public Health Team to provide an update on that work.

In relation to young people not in education, employment and training, the Committee asked whether the Council had looked into developing an education business partnership with secondary schools and local businesses, similar to what was done in Hounslow and Tower Hamlets. Councillor Grahl advised that there were a number of

different supported pathways, outlined in paragraph 4.2 of the report, helping people back into work, including young people. Brent Start and Brent Works were the two main employment programmes directly funded by the Council for jobs and skills, and she was looking into setting up a local Board for stakeholders around this. Noting that Brent Youth Parliament had advocated for more apprenticeships for young people, she asked Brent Youth Parliament to be involved in that local Board once it was set up. Nigel Chapman added that there was greater levels of economic inactivity amongst females in Brent, so a strand of this work was to attempt to improve greater female economic activity.

Noting that there were many facets contributing to poverty, the Committee asked how intersectional the Council's approach was to understanding and dealing with poverty in Brent. Nigel Chapman responded that the data available to the Council now did provide a rich source of information, with the latest Indices of Multiple Deprivation by super output areas published before Christmas providing a good sense of where things had changed over the years. This included an understanding and breakdown by ethnicity and gender as well. He added that now that the data was available, the next step was to analyse, utilise and target that data to improve outcomes. It was clear that those areas requiring most attention and support were still the areas that the Council would expect, in Harlesden, Stonebridge and Dollis Hill. Tom Pickup added that, whilst the Indices of Multiple Deprivation provided one layer of data, the Council had also developed its Social Progress Index (SPI) looking at advantage and disadvantage in different ways across different communities. There was also work through the Radical Place Leadership (RPL) Programme looking at providing support and solutions at a neighbourhood level. That work was currently focused in Harlesden, an area of greater social deprivation, and used data to understand the demographics of those most disadvantaged and what the different facets contributing to that disadvantage was, in order to come up with solutions through Integrated Neighbourhood Teams made up of both Council departments and partner organisations. He highlighted that this was emerging work starting in Harlesden that would then be broadened out following learning. Palvinder Kudhail added that children's services work around intersectionality was often done when working with families. For example, Family Wellbeing Centres offered a triage service, conducting assessments for every family to inform the approach to responded to that family based on their individual need and how they wanted to receive services.

Noting the comments about housing being a contributing factor to deprivation in the borough, the Committee raised the prevalence of illegal subletting as an issue, highlighting that those properties were then not available to people in need. They queried how the Council managed existing assets to ensure they were used by the people who needed them. Tom Cattermole advised that the landlord licensing scheme was the main mechanism the Council had to counteract illegal subletting, and that scheme would be going borough wide. The Landlord Licensing Forum aimed to work with landlords on the quality of housing and the legality of what they were renting, and the Council often had whistleblowers informing the Private Rented Sector (PRS) Team of subletting, alongside area tenancy managers and councillors. Every case reported to the PRS Team was investigated by the Audit and Fraud Team. There was also the tenancy verification audit process which audited all tenancies across the borough, starting with vulnerable tenants, which should also identify any illegal subletting.

Raising the issue of quality of accommodation provided by private landlords, the Committee asked how the Council balanced the need to increase private housing against landlords taking advantage. Tom Cattermole advised that the LHA rates dictated what the Council could pay for temporary accommodation, so cautioned against any private landlords using the Council as an excuse to increase rents because the Council could not afford that, which was resulting in the need to source properties outside of the borough. In response to how the Council would deliver the target of 5,000 new Council homes, he agreed to speak with the regeneration team for an update.

The Committee highlighted that the table outlined in section 3.2.6 had a four-year data gap, and asked whether it was comprehensive enough to ascertain the levels of poverty. Andrew Phillips explained that the headline picture from that table, which used data from the national Indices of Multiple Deprivation, was that deprivation had worsened across the borough. He attributed the main driver of that to the inclusion of housing costs in the formula being used nationally, which played a huge role in the increase in poverty numbers. He recognised that the national index did not cover all aspects of poverty, and Brent had an opportunity to use the SPI which held Brent specific data, allowing officers and members of the public to look at more granular indicators affecting poverty.

Members highlighted the inequality amongst wards in terms of Council tax support, noting that those in the south of the borough received substantially more support and asked for further information as to why that was. Tom Cattermole explained that the top 5 wards receiving Council tax support correlated to the top 5 wards receiving 13a hardship awards, suggesting this was an indicator of deprivation.

Noting that Brent child poverty was at 41%, compared to the London average of 35%, which was partly attributed to low income, the Committee asked whether the recommendations from Lord Best's poverty commission had been fully implemented. Tom Pickup responded that the commission recommendations had all been fully delivered, with a delivery plan published alongside Lord Best's report in 2021. The report presented to the Committee now presented the activity that had taken place since the poverty commission whilst acknowledging that a lot had changed across the past 5 years. In response to whether the Council was satisfied that the actions taken were adequate, he advised that the Council had done its best to deliver within its gift, and felt that the report demonstrated that the Council took poverty alleviation seriously and focused on this across the board in delivering all of its services.

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) To recommend that children and young people were consulted in relation to poverty alleviation work the Council was undertaking.
- ii) To recommend engagement with children and young people in Temporary Accommodation to understand the unique challenges they experienced.
- iii) To advocate for increased work experience, skills and training opportunities for children and young people in Brent, including through partnerships with the NHS, Mayor's Academy and Wembley Stadium.

- iv) To advocate for a TA allocations approach prioritising local places for young people undertaking examinations.

A number of information requests were also made during the course of the discussion, recorded as follows:

- i) For the Committee and Brent Youth Parliament to receive data in relation to how many young people had secured jobs following attendance at jobs fairs.
- ii) For the Committee to receive an update from the Public Health Team on the development of a Food Strategy.
- iii) For the Committee to receive an update from the Regeneration Team on how it would reach it's target of delivering 5,000 Council homes.

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

The Committee noted the Work Programme.

10. Community and Wellbeing Scrutiny Committee Recommendations Tracker 2025-26

The Committee noted the recommendations tracker.

11. Any other urgent business

None.

The meeting closed at 8:20pm

COUNCILLOR KETAN SHETH
Chair

 Brent	Community Wellbeing Scrutiny Committee 4 March 2026
	Report from the Corporate Director of Residents and Housing Services
	Lead Cabinet Member for Housing - Cllr Fleur Donnelly-Jackson
Housing Management: Tenant Satisfaction Measures and Brent Housing Management (BHM) Performance	
Wards Affected:	All
Key or Non-Key Decision:	Non-key decision
Open or Part/Fully Exempt: <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	Open
List of Appendices:	Appendix 1 – Tenant Satisfaction Measures
Background Papers:	None
Contact Officer(s): <small>(Name, Title, Contact Details)</small>	Spencer Randolph Director of Housing Services Spencer.Randolph@brent.gov.uk Abiola Adegoke Interim Head of Housing Quality Assurance, Engagement & Insight abiola.adegoke@brent.gov.uk

1.0 Executive Summary

1.1 This report provides an overview and update on the performance of Brent Housing Management against the Tenant Satisfaction Measures, the improvements being planned for and delivered to rectify underperformance, as well as:

- Our current position for major and minor voids and loss of rent income due to void properties;
- Compliance workstreams, including fire, water (legionella), asbestos, gas, electrical and lifts;
- Repairs and Disrepair performance.
- Rent collection and arrears, including projections for the end of the financial year;
- Complaints (Stage 1 and Stage 2) performance and outcomes;

- Progress of major planned works underway and in the planning stages and;
- The impact of the current financial position and budget proposals on Housing Management.

1.2 This report covers Council homes only, performance relating to Investment for Brent and First Wave Housing homes are being reported on separately.

2.0 Recommendation(s)

2.1 That the Committee note the performance update against core areas of Brent Housing Management.

3.0 Detail and Background

Contribution to Borough Plan Priorities & Strategic Context

3.1 The work detailed in this report and that of the housing management service more generally supports the Council's wider borough plan to Move Brent Forward Together. In particular, the work presented with this report supports the borough plan priority to provide prosperity and stability in Brent through helping to deliver the desired outcome for safe, secure and decent housing across the borough.

3.2 This report to the Community Wellbeing Scrutiny Committee provides a comprehensive and transparent update on Housing Management performance and Tenant Satisfaction Measures across Brent's council homes.

3.3 Tenant Satisfaction Measures offer a clear and important insight into residents' lived experience of our housing services. The results set out in this report show that, while progress has been made in some areas, we are not yet delivering the consistently high standard of service that our residents rightly expect. The department and Lead Member want to be clear that this position is not acceptable, and the Council is committed to sustained and meaningful improvement.

3.4 This report sets out the significant challenges facing the service, including the legacy of historic underinvestment, increased regulatory expectations following the Social Housing (Regulation) Act, the impact of new build delivery and regeneration activity, and the pressures created by rising demand for repairs, compliance and customer contact. It also outlines the practical actions already underway to address underperformance, strengthen compliance, improve data quality and rebuild resident confidence.

3.5 We are particularly encouraged by the establishment of the Housing and Tenant Satisfaction Improvement Programme, which provides clear governance, senior oversight and accountability for change. Alongside this, we are seeing early signs of improvement in key areas such as void turnaround times, disrepair case closures, rent collection performance and customer contact

handling. These improvements demonstrate that focused leadership, stronger performance management and investment in the right areas can deliver results.

- 3.6 However, improvement will not happen overnight. Rebuilding trust with residents requires sustained effort, honest communication and consistent delivery. This is why resident engagement sits at the heart of our approach, ensuring that residents' voices continue to shape how services are designed and delivered.

4.0 Tenant Satisfaction Measures

- 4.1 We are currently underway with the third full year of data collection for the Tenant Satisfaction Measure regime.
- 4.2 Our satisfaction data is detailed in appendix 1, which shows performance over two and a half years and benchmarking against our peers where available. There is a lot of work that needs to be done to improve tenant satisfaction, and work has begun. Tenants experiences and perception of Brent Council, the Housing Management service delivery and staff is not where it needs to be.
- 4.3 We have set improvement plans looking at the key services where residents have expressed concerns, such as Repairs, Anti-Social Behaviour and Estate Cleaning. This involves residents in designing with us service improvements and we are using our Tenant Satisfaction results as the driving force to work with others across the Council to get this moving in the right direction.
- 4.4 Following a review of the consumer standards we must comply with, we have a plan for each standard as part of our journey of continually developing our service. Out of the 61 consumers standards that apply to the Council we feel we can definitely enhance the delivery of 45 of them. There is a plan and work is underway to do this. This should have the impact of improving our services and following through into improvements in our TSM score.

5.0 Housing and Tenant Satisfaction Improvement Programme

- 5.1 The Housing & Tenant Satisfaction Improvement Programme (HTSIP) Board met for its initial meeting in September. This Board, chaired by the Chief Executive, will oversee and drive initiatives aimed at improving the quality of housing services and increasing tenant satisfaction. The Board will provide governance and oversight by monitoring the progress of improvement initiatives and ensuring compliance with housing standards.
- 5.2 The HTSIP Board oversees three Project Boards, which are focussed on the following:
- Lynton Close Project Board – driving and coordinating immediate and longer term interventions to improve the quality of life and alleviate overcrowding at the Lynton Close Gypsy & Traveller site

- Building Safety Compliance Project Board – remedial action to improve the council's 'C3' rating, given by the Regulator of Social Housing (RSH) in spring 2025
- Housing Improvement Project Board – delivering improvements across the domains of regulatory compliance, systems and data and the employee lifecycle

5.3 In addition, the Housing Management Advisory Board (HMAB) ensures there is sufficient resident and independent scrutiny and challenge on our compliance and improvement activities. The areas of performance outlined in this report will feature regularly in the HMAB forward plan to ensure resident-led strategic scrutiny.

6.0 Voids

6.1 Overview of the voids process:

	Lead(s)	Description
Stage 1 void	Housing Mgmt General Needs	Identifying and setting up the void (property without active tenancy)
Stage 2 void	Housing Mgmt Voids Team (Repairs)	Minor or major works in progress
Stage 3 void	Housing Mgmt General Needs <u>and</u> Housing Needs Social Housing Allocations and Lettings Team (SHALT)	Allocation and letting the void

6.2 **Voids – Current Position and Performance** - The proportion of General Needs stock that is void has increased to 2.93%, up from 1.04% in January 2025. Since October 2025, a further 175 voids have been recorded. This increase is largely attributable to improved data quality following a data-cleansing exercise, which identified previously unrecorded historic voids, alongside a rise in tenancy terminations, particularly those relating to death-of-tenant cases.

6.3 Additional pressures have arisen from tenant transfers into new-build homes, creating relet voids, and from the scale and pace of new-build handovers. Approximately 450 new homes have been handed over to date, with a further 900 expected by 2026/27, placing significant strain on lettings capacity. New-build activity remains the largest driver of volatility within the voids system, leading to short-term increases in void numbers, extended turnaround times, and increased rent loss and council tax costs. A temporary lettings team and enhanced weekly monitoring arrangements are in place to mitigate these pressures, although challenges remain.

6.4 A subset of voids relates to pre-decommissioning properties within regeneration areas that are not intended for re-letting. Volumes of these voids have increased as tenant decanting activity has accelerated. These properties generate ongoing council tax liabilities and present additional risks, including

antisocial behaviour. To mitigate these impacts, guardianship arrangements are currently in place for 106 properties in South Kilburn.

- 6.5 **Stage 1** of the voids process, which covers the identification and set-up of a void property prior to handover to Property Services, has seen significant improvement over the past year. This stage is predominantly desktop-based and is required to be completed within one week. Performance has improved markedly, with the number of voids at Stage 1 reducing from a peak of 32 in January 2025 to a peak of 6 in January 2026.
- 6.6 Current performance aligns with historic norms, when between 1–5% of stock was void, supported by a dedicated lettings team. Remaining challenges at this stage include delays caused by the availability of communal keys in properties where the Council is not the freeholder, and variable staff confidence in termination and handover processes. These issues are being addressed through targeted training for Area Tenancy Managers and closer coordination between teams responsible for Stages 1 and 2, enabling quicker handover and earlier commencement of void works.
- 6.7 **Stage 2** of the voids process relates to works in progress to bring properties up to a lettable standard following handover to Property Services. In August 2025, a new Voids Manager was appointed, supported by a dedicated Voids Team comprising two Voids Co-ordinators and two Voids Surveyors, providing increased focus and capacity. There are currently 152 properties at Stage 2, with an average turnaround time of 92 days. This figure is distorted by a historic backlog of legacy voids. When pre-August 2025 cases are excluded, the average turnaround time reduces to approximately 40 days, demonstrating a marked improvement in current operational performance.
- 6.8 Turnaround times from April to December 2025, have reduced significantly:

	April 2025	November 2025
Major voids	196 days	74 days
Minor voids	187 days	25 days

- 6.9 Costs and Spend - Increased spend reflects higher throughput, resolution of legacy cases, and backlog clearance while maintaining current delivery

	2025/26 projected spend to April 2026
WPS (West)	£3.95m
Greyline (East)	£1.38m

- 6.10 While operational performance within the voids service has improved, a number of challenges continue to impact overall efficiency and assurance. A small number of complex and long-standing void cases continue to distort average performance measures and extend turnaround times. These cases are often affected by compliance requirements, access issues and changes to scope, all of which prolong delivery and increase costs. At the same time, rising void volumes have placed additional pressure on both contractor capacity and client-side resources, creating ongoing delivery and oversight challenges.

- 6.11 Although progress has been made in stabilising performance, assurance remains weakened by continued reliance on manual trackers and spreadsheets. This limits confidence in cost control, value for money, accurate capitalisation of works, and the timeliness and reliability of performance reporting. As void volumes increase, this reliance on manual processes presents a growing governance risk that will require further system and data improvements to address.
- 6.12 A significant operational risk to void turnaround times relates to asbestos survey capacity. Recent suspensions of the asbestos contractor, arising from payment disputes, halted survey activity for several weeks. This delay prevented works from commencing on affected properties, extended void durations and increased associated costs. Resolving this issue is critical to preventing further service disruption and to maintaining momentum in reducing void turnaround times.
- 6.13 **Stage 3** of the void process covers the period from the date a property is handed over to the Social Housing Allocations and Lettings Team (SHALT) for advertising through the Choice Based Lettings system, or allocation via a Direct Offer, through to the start date of the new tenancy. This stage includes property viewings, offer acceptance and tenancy sign-up.
- 6.14 Effective delivery at Stage 3 requires close joint working between the General Needs Service and SHALT within Housing Needs. The allocation route selected, which is dependent on property type and demand pressures, can have a material impact on the speed at which a letting is completed.
- 6.15 The number of voids at Stage 3 has increased from 28 in January 2025 to 48 in January 2026. This increase has been driven primarily by higher overall void volumes rather than a deterioration in Stage 3 performance.
- 6.16 A number of challenges continue to impact assurance and efficiency at Stage 3 of the void process. Current reporting arrangements do not provide sufficient end-to-end visibility of the void journey or the number of days a property spends at each stage. In particular, reporting is unable to clearly identify which team a void is sitting with during Stage 3 and does not currently include Void Rent Loss, which represents sector best practice and is a key measure of overall efficiency and value for money.
- 6.17 Delays also continue to arise within the shortlisting and allocation process. The provision of shortlists and verification information to Housing Management can be slow, which in turn delays the scheduling of viewings. These delays are often exacerbated where properties are refused by applicants, requiring the advertising or direct offer process to recommence and extending overall turnaround times.
- 6.18 Further verification delays are experienced where prospective tenants have rent arrears linked to Temporary Accommodation, frequently associated with backdated Housing Benefit. Additional work is required in these cases to resolve outstanding issues prior to allocation. While this can extend letting

times, it remains important that verification criteria are applied consistently in order to promote rent payment compliance and support longer-term tenancy sustainment.

- 6.19 A number of actions are in place to address these challenges and strengthen performance and assurance at Stage 3 of the void process. Consistent service-wide messaging has been introduced alongside enhanced weekly monitoring arrangements to reinforce Stage 3 voids as a priority area and to maintain senior oversight of progress and emerging blockages.
- 6.20 The temporary lettings team originally established to support new build allocations is also being deployed to assist with relet voids, maximising available capacity and providing additional resilience during periods of increased demand. In parallel, work is underway to improve data quality and align reporting with sector best practice, including the introduction of an additional stage within the void process to more clearly distinguish team responsibilities and improve end-to-end visibility.
- 6.21 To further reduce overall turnaround times, a proposal is being developed to commence advertising and allocation activity at the end of Stage 2, enabling earlier engagement with prospective tenants and reducing delays between works completion and letting. This approach will be formally considered and agreed through appropriate governance arrangements.
- 6.22 In addition, a joint Housing Management and Housing Needs board is being established to strengthen shared ownership of the end-to-end void process, resolve operational blockages more quickly and improve overall performance and assurance. The first meeting of this board is expected imminently

7.0 Health and Safety Compliance

- 7.1 The summary table below sets out the compliance performance to date against each area of compliance.

		Jan 2026
Gas Safety	Domestic Gas (LGSR)	98.43%
	Communal Gas (LGSR)	99.89%
Electrical Safety	Domestic properties on 5 year EICR	96%
	Communal EICRs	93%
Fire Safety	Fire Risk Assessments in high risk buildings	83%
	Fire Risk Assessments in non-high risk buildings	69%
Water Safety	Legionella risk assessments	78%
Asbestos Safety	Asbestos re-inspections	6.87%
Lift Safety	Passenger lifts (LOLER) servicing	83.33%

7.2 Overall performance continues to improve but is heavily linked to the work on reconfiguring True Compliance and the NEC Housing System. It needs to be noted that concerns around the progress of the NEC upgrade project are rising. Mitigations are in place to address any delays with the NEC project, these being that True Compliance will become the master system for property compliance until the NEC project is completed.

8.0 Repairs and Maintenance

8.1 Property Services continues to deliver responsive and remedial works across all key mechanical and electrical compliance areas, including gas, electrical, water, lifts, asbestos and fire safety. Significant volumes of work have been delivered during the reporting period, with some spend outside of core contracts reflecting demand pressures and contractual limitations.

8.2 All mechanical and electrical contracts are due for re-procurement within the next twelve months, with future arrangements intended to integrate responsive repairs and compliance activity more effectively.

Compliance Area	Activity / Volume	Spend	Average Cost / Notes
Gas	Domestic gas under a 3-star contract. 164 exclusion repairs and 894 communal/commercial repairs completed	£414k spend outside contract	Average £391 per job
Electrical	664 communal repairs completed	£175k total spend	Average £263 per job
Water	All communal water repairs attended within 24 hours	£70k spend to date	Responsive performance within target
Lifts	154 standard lift repairs completed	£49k	Average £318 per repair
Mobility Lifts	99 mobility lift repairs completed	£96k	Average £969 per repair
Asbestos	Planned visits only	N/A	No responsive repairs
Fire Safety	No responsive repairs	N/A	Remedial works only

Responsive Repairs – Health & Safety (M&E) Compliance data

9.0 Disrepair

9.1 The disrepair service has seen notable improvement since September 2025 following strengthened management arrangements. While overall work in progress remains high due to historic backlog, closure rates and throughput have improved significantly.

	Jan – Aug 2025 <i>8 months</i>	Sept 2025 – Jan 2026 <i>5 months</i>
Cases raised	172	105
Cases closed	47	79
Closure rate	27.3%	75.2%

9.2 The disrepair service continues to face a number of structural and capacity-related challenges. There remains a limited availability of suitably experienced disrepair surveyors, which has constrained throughput and slowed progress in reducing the overall work in progress.

9.3 This pressure has been further compounded by the implementation of Awaab's Law, which has reduced shared surveyor capacity as greater resource is diverted to urgent compliance activity.

9.4 Engagement from Tier 1 contractors has also been inconsistent, with limited appetite to undertake disrepair work due to the complexity, disruption and risk associated with these cases. As a result, the service has been heavily reliant on a single SME contractor, creating a bottleneck that restricts overall delivery.

9.5 In addition, poor historic data quality has necessitated manual and time-intensive tracking, reducing confidence in performance reporting and increasing operational risk.

9.6 In response, a range of new ways of working have been introduced to stabilise and improve the disrepair service. Contract and performance management arrangements have been strengthened, supported by the reintroduction of weekly contractor disrepair meetings to drive accountability and throughput.

9.7 Weekly system cleansing is now undertaken to actively manage work in progress and improve data accuracy. Contractor-led post-inspections have been introduced, underpinned by quality assurance controls, to improve consistency and reduce rework. Collaboration with Legal Services has been strengthened to support earlier intervention and more effective case management, while the introduction of Technical Officers has helped to bolster surveying capacity.

9.8 Complaints processes have also been revised to reduce escalation into formal disrepair claims, supported by clearer performance reporting and improved engagement with staff. Tier 1 contractors have now been formally instructed to

engage in the disrepair workstream and are actively exploring subcontracting arrangements to increase capacity and resilience.

- 9.9 Looking ahead, further structural changes will be required to sustainably address the scale and complexity of disrepair cases being submitted. The volume and nature of cases now coming into the service indicate the need to explore the establishment of a dedicated specialist disrepair team, with the sole focus of managing both historic and new cases more effectively. This would provide greater capacity, consistency and expertise, reducing reliance on ad-hoc arrangements and improving overall throughput.
- 9.10 To support this approach, there is a clear requirement for dedicated legal expertise embedded within the disrepair function. Having a specialist legal resource aligned to the team would strengthen early intervention, improve case handling, and support more timely resolution, reducing escalation, risk and associated costs.
- 9.11 In addition, a longer-term financial commitment will be required to address the backlog of aged cases while maintaining effective management of new disrepair claims. This will require ring-fenced funding over a multi-year period, building on the approach successfully taken within the voids workstream, to allow for planned and sustained backlog reduction rather than reactive case management.
- 9.12 Finally, the current contractor model will need to be reviewed to improve resilience and capacity. Given the limited appetite from Tier 1 contractors to undertake disrepair work due to the level of disruption and complexity involved, the service will need to consider engaging a small number of dedicated SME contractors. Establishing a pool of specialist SMEs focused solely on disrepair work would increase capacity, reduce bottlenecks, and provide greater flexibility in managing this high-risk and resource-intensive workstream.

10.0 Rent collection

10.1 The service's cumulative collection rate for 2025/26 YTD is 96.71%. The cumulative collection rate for the same period during 2024/25 was 96.16%.

10.2 The target for rent collection is 98%

Council rent collection rate			
	2025/26	2024/25	2023/24
Weeks 1-13 (Q1)	95.42%	96.28%	95.18%
Weeks 14–26 (Q2)	95.50%	96.05%	95.82%
Weeks 27-39 (Q3)	98.39%	94.60%	97.28%
Weeks 40-52/53 (Q4)	98.68%*	99.01%	99.16%
Year end total	98%	96.54%	96.87%
Council rent arrears and debt			
Arrears as % of rent roll	11.24% (YTD)	10.63%	Data not available

Debt	£7,643,576.12	£6,911,183.04	Data not available
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*YTD position

- 10.3 The service's YTD debt position is a % of overall yearly rent collected, and cumulative collection rate. Q1 and Q2 represented poor income collection performance, with a low collection rate and debt increasing across the board. During this time the team was asked to prioritise the letting of new build properties to reduce void costs, and staff were not fully trained, with limited to no reporting to aid performance management.
- 10.4 This has led to an intensive effort to minimise debt and performance manage staff with support and the use of manual data and reporting. A temporary specialised lettings team were brought in to let new builds to ensure staff could focus on income collection more intensively in Q3 and Q4.
- 10.5 There have been improvements in the service's overall collection rate, and a slowdown and reduction in the service's debt position. This is a more accurate reflection of current performance now that the pressure of letting hundreds of additional properties has been alleviated, officers are fully trained, data is being collected and used and income is being focused on as BAU.
- 10.6 The team is working hard to chase arrears, maximise tenants' income and provide tenants with support to claim Discretionary Housing Payments and access the Council's Resident and Household support fund.

11.0 Complaints

- 11.1 Case volumes across Stage 1 and Stage 2, despite not yet being at the end of the year, have increased significantly putting immense pressure on the Housing Management Service. This reflects what is happening across the sector, as tenants and leaseholders are receiving more support and information (both from the service itself and external agencies) in how to make a complaint and their rights.

Stage 1

	2025/26 YTD		2024/25	
	Received	Complaints closed and upheld*	Received	Complaints closed and upheld*
Housing and Neighbourhoods	335	155/315 49%	184	110/214 51%
Housing Management Property	690	439/674 65%	433	367/529 69%
Total	1,025	60%	628	64%

**upheld – including fully and partially upheld Note: The cases reported as received and closed within the year are different datasets, so the data above looks at both of those individually as opposed to closed case outcomes of those received within the year.*

11.2 Service failure continues to be the main driver of complaints in 2025/26, representing 80% of cases and reflecting delayed service delivery, an increase from 77% last year. This trend is most pronounced in Housing Management Property and mirrors the pattern seen in 2024/25.

Stage 2

	2025/26 YTD		2024/25	
	Received	Complaints closed and upheld*	Received	Complaints closed and upheld*
Housing and Neighbourhoods	57	37/57 65%	32	46/64 71%
Housing Management Property	104	68/101 67%	84	155/176 88%
Total	161	66%	116	84%

**upheld – including fully and partially upheld*

11.3 In 2025 to 2026 to date, the main reason for complaint escalation to Stage 2 has been disagreement with the Stage 1 decision, accounting for 60 per cent of all escalations. This represents a significant increase compared with 39 per cent in the previous year. Follow up actions not being carried out remains the second most common reason, making up 22 per cent of Stage 2 escalations so far in 2025 to 2026, compared with 31 per cent last year.

11.4 This indicates rising resident expectation of the complaints process. The service needs to respond with clearer expectation setting, improved communication of service standards and strengthened policy guidance. Of the 95 escalations to Stage 2 in 2025 to 2026 to date, 40 cases, or 42 per cent, have been withdrawn, rejected or not upheld

11.5 Housing Managements performance reporting does not currently cover the full landlord service, including areas such as estate services, the housing contact centre and pest control. Work is underway to develop a system that will improve reporting across the wider landlord function.

12.0 Housing Contact Centre

12.1 Between April 2025 and December 2025, Housing Customer Service answered 58,783 calls, achieving an answer rate of 84 per cent, which is 1 per cent below the 85 per cent KPI. The target average wait time is no more than five minutes, with the longest individual wait not exceeding 30 minutes. Over the nine month period, the average wait target was achieved on three occasions, with wait times on other occasions ranging between six and ten minutes. The longest

recorded wait ranged from 35 minutes to 1 hour and 4 minutes. This has improved since June as a result of increased staffing levels.

- 12.2 Overall call volumes have not reduced. A significant proportion of calls relate to follow up enquiries concerning Wates, Mears and subcontractors, including reports of missed contractor appointments. While chase up calls relating to Wates have reduced considerably, failure demand linked to Mears has increased sharply since October, resulting in longer and more complex calls. This has contributed to extended wait times.
- 12.3 As with any contact centre, staff turnover remains a challenge, with considerable management time dedicated to recruitment and training. Between January 2025 and December 2025, turnover was 14 per cent. Most leavers progressed to other roles within the Council. New recruits require a minimum of five days of initial training and up to three months to develop the necessary knowledge and skills. Periods of turnover therefore have an inevitable impact on service performance.
- 12.4 In addition to telephone enquiries, the service processed 28,962 emails, bringing the total number of customer contacts to 87,745.
- 12.5 The Corporate Contact Centre has introduced a range of service improvements which have had a positive impact on the customer journey and first point of contact resolution.
- 12.6 Dynamics Email Workflow Enhancements - In September 2025, Housing Customer Service emails were migrated from the legacy Housing Management Module to the Contact Centre Module. The two systems operate differently, which initially impacted officer training and knowledge and created challenges in mailbox management and oversight. Since the migration, incoming email volumes have reduced as officers are now able to triage enquiries more effectively and improve first contact resolution. Responsiveness has improved significantly and processing times have reduced. A pre existing backlog was cleared within a matter of weeks following implementation.
- 12.7 Improving access to the Leaseholder Team - Work has been undertaken with the Leaseholder Team to restructure the IVR system, providing a direct route to the team rather than routing calls through the Corporate Contact Centre. This removes an unnecessary step and enables residents to make contact more quickly. Enquiry forms have also been introduced on the Contact Us page for leaseholders. Submissions are routed directly to the Leaseholder Team, further reducing avoidable contact through the Contact Centre.
- 12.8 Collectively, these improvements have reduced telephone and email demand into the Corporate Contact Centre and streamlined the customer journey by enabling faster and more direct resolution.
- 12.9 The service is exploring how Copilot AI can support new recruits as they build knowledge and confidence. A bespoke e learning platform is also being

considered to reduce management time spent on routine learning support, enabling greater focus on shadowing and side by side coaching.

13.0 Planned works

- 13.1 The Major Repairs Programme Budget has been reallocated to prioritise some tower block refurbishment but to also invest in external fabric works and other improvements to our stock such as kitchens, bathrooms roofs and heating works.
- 13.2 The revised budget includes the remediation of Granville Homes at circa £25M spend between 2026/27 to 2029/30, the completion of the refurbishment of Kilburn Square in 2026/27, and the refurbishment of Windmill Court at circa £6M spend between 2026/27 and 2028/29.
- 13.3 A 5-year external fabric works programme is currently being developed.
- 13.4 Kilburn Square Tower Refurbishment - Currently in progress and due to complete in June 2026 due to contractor delays. The scope of works is the complete refurbishment of the block.
- 13.5 Windmill Court Refurbishment - The project has been descoped and will likely proceed late 2026. The scope of works will focus on works that will extend the building lifecycle such as structural and window repairs.
- 13.6 Granville Homes Remediation - The project is due to commence Autumn 2026. The works focus on the remediation of faulty roofing, windows and external wall insulation. The heating system will also be optimised in preparation for connection to the South Kilburn Heat Network.

Funding includes a contribution from the original constructor and a successful bid to the Cladding Safety Scheme. £1.6M has currently been awarded and it is likely to be a total of at least circa £4M.

- 13.7 The Oaks and Pharamond - Energy efficiency works consisting of ground source heat pumps and wall insulation. Funded from the Council's carbon offset fund and Warm Homes funding.
- 13.8 Lodge Court and Manor Court - Scoped and partially designed but will not be delivered for several years.

14.0 Stakeholder and ward member consultation and engagement

- 14.1 Effective communication and engagement with residents and key stakeholders are central to the overall approach to improving our TSMs and making sure that we recover our position following our referral to the Regulator of Social Housing. A multi-channel engagement strategy has been developed in partnership with the councils Communications Team which prioritises transparency, trust and keeping all key parties informed of progress and upcoming changes.

14.2 Recent engagement and communication activities include:

- Special print edition of The Noticeboard (council tenant and leaseholder newsletter), providing an update on building safety, re-iterating how to contact the service about building safety concerns and an overview of the new repairs contract set up.
- E-newsletter version of The Noticeboard to include video message from Cllr Donnelly-Jackson outlining the Regulator judgement, what it means, what action has been taken so far and our commitment to rapid and lasting improvements. This newsletter reaches over 7000 tenants and leaseholders
- Update to the existing web page and FAQs.
- Members bulletin update and self-referral update report to PCG.

15.0 Financial considerations

15.1 The landlord function undertaken by Brent Housing Management (BHM) is funded from the Housing Revenue Account (HRA). Budgets are ringfenced where income from rents and service charges are matched by expenditure on repairs and management.

15.2 Rental income is the main source of funding in HRA totalling £58.9m in 2024/25 and projected to be £62.4m in 2025/26. Between 2016/17 and 2019/20, four consecutive years of rent reductions resulted in a cumulative £23m loss of rental income compared to the level that would otherwise have been achieved. From April 2020, Government policy permitted annual rent increases of CPI plus 1% for five years, however, in 2023/24 this was capped at 7% rather than the 11.1% implied by the formula, reducing income by a further £2m. As rent reductions and lower uplifts permanently reduce the base on which future increases are calculated, these measures have had an ongoing and compounding impact on rental income.

15.3 Rent collection rates have a significant impact on budgets. Therefore, effective management of rent debt levels is crucial to maintaining the HRA's overall financial health. Rising rent arrears increase the risk of bad debt provisions, which directly impact revenue streams and the Council's ability to fund essential services and maintenance. Persistent or growing rent debt strains financial planning and necessitate higher bad debt write-offs, thereby affecting the HRA's budgetary position. As of January 2026, the tenants debt balance, excluding credits, is £13.5m, of which £4.6m relates to former tenants and £8.9m to current tenants. The debt is increasing by approximately £176k per month and is forecast to increase the total outstanding balance by £2.1m by the financial year end. In 2024/25, the amount of total debt has increased by 21%. For Brent, total cumulative arrears as a percentage of the rent roll represent 22% against the London average of 9.9%. The collection rate currently stands at 94.91% against the current year's debt and 10.19% against prior years' debt. The 30-year HRA Business Plan currently assumes a 98% collection rate. It is estimated that for every 1% reduction in rent collection, there is a corresponding

income loss of approximately £0.6m. For 2025/26, the required allowance for non-collection is estimate to be £2.3m.

- 15.4 Effective voids management is also crucial for maintaining the financial health of the HRA. Minimising the length of time properties remain vacant directly impacts rental income, helping to reduce revenue losses and ensuring a steady cash flow. Additionally, efficient voids management supports the timely re-letting of homes, which not only meets housing demand but also optimises asset utilisation. By carefully managing voids, the Council can control associated costs such as repairs and maintenance, ultimately ensuring that resources are maximised to support ongoing housing services and investment in stock quality. Void turnaround times have an impact on rental income while the property remains unoccupied. The HRA Business Plan assumes a 3.5% rent loss through voids. In 2025/26 the voids loss is estimated to be circa 5.07%, or £3.5m. A 1% reduction in void losses could generate approximately £0.6m in additional rental income.
- 15.5 The HRA is facing heightened demand for repairs and maintenance services. A substantial volume of complex repairs, alongside an increase in issues such as damp and mould, is placing considerable strain on existing budgets. Appropriate and accurate management of repairs and maintenance expenditure is vital to safeguarding the financial integrity of the Council’s HRA. The Repairs and Management spend in 2025/26 is forecast to be £23m, 31% of the fund’s total income.
- 15.6 As a result of ongoing uncertainties, risks and sustained financial pressures, there is a continuous requirement for the fund to make savings in order to deliver a balanced financial position. Over the last five years, the HRA achieved £5.6m in recurring savings.

Year	2025/26	2024/25	2023/24	2022/23	2021/22
Savings	£0.7m	£0.8m	£3.1m	£0.5m	£0.5m

- 15.7 The HRA continues to face a range of financial risks and uncertainties that may affect its long-term stability. Ongoing volatility in inflation and interest rates presents particular challenges for business planning, impacting borrowing costs, contract pricing and the affordability of the capital programme. At the same time, the cost of delivering major works is increasing, driven by construction market pressures, supply chain constraints and higher labour and materials costs.
- 15.8 In addition, the regulatory environment is becoming more demanding and complex. Enhanced requirements relating to building safety, fire compliance, energy efficiency standards and decarbonisation targets are increasing both immediate and long-term investment obligations. These statutory and policy expectations place further strain on the HRA’s limited resources.
- 15.9 In this context, it is essential that investment plans are developed and delivered prudently. Financial planning assumptions must be regularly reviewed and stress-tested to ensure resilience under adverse scenarios. Capital

programmes should retain sufficient flexibility to enable reprioritisation, deferral, scaling back or redesign where required, ensuring that the HRA remains financially sustainable while continuing to meet its statutory responsibilities and strategic objectives.

16.0 Legal considerations

16.1 This report ensures compliance with the regulatory standards for housing, in particular ensuring we comply with the requirements of the Social Housing (Regulations) Act 2023 (the “Act”).

16.2 The Act received royal assent on 20 July 2023. It makes provision for the regulation of social housing landlords, particularly with regard to issues such as safety, transparency, standards and conduct of staff and tenant engagement. The Act also strengthens the powers of the Housing Ombudsman and enables requirements to be set for social landlords to address hazards such as damp and mould within a fixed time period.

16.3 As a result of the amendments made by this Act, safety and transparency will become explicit parts of the objectives of the Regulator of Social Housing (“the Regulator”) and the Regulator will have greater powers in relation to the competency and conduct of staff and the provision of information. The Regulator will also be given strengthened economic powers to ensure they can effectively intervene when required to enable them to assess landlords failing to meet standards more routinely and proactively, as well as taking action in a wider range of circumstances. Changes are also made to the economic regulatory regime to ensure that providers of social housing are well governed and financially viable.

- The Act has three core objectives as follows:
- To facilitate a new, proactive consumer regulation regime
- To refine the existing economic regulatory regime
- To strengthen the Regulator’s powers to enforce the consumer and economic regimes.

16.4 On 29 February the Regulator set out the revised consumer standards that apply to all registered housing providers from 1 April 2024. The new standards are:

- The Safety and Quality Standard
- The Transparency, Influence and Accountability Standard
- The Neighbourhood and Community Standard
- The Tenancy Standard

16.5 The introduction of the revised consumer standards also included information on the Regulator’s Tenant Satisfaction Measures (TSM) referred to above, that all social housing landlords must report on. The TSMs will help the Council to see how well it is doing in areas such as keeping properties in good repair, maintaining building safety, and effectively handling tenant complaints. The Regulator required all landlords who own more than 1,000 homes to submit

their first TSM data return by 30th June 2024 to enable the Regulator to publish the first year of data by autumn 2024.

- 16.6 Awaab's law, this was enshrined in the Social Housing (Regulation) Act 2023. Earlier this year the secondary legislation to enable the Act came into force. This stipulates that from October 2025, the duties around the investigation of and to address dangerous damp and mould within a set amount of time, as well as repair all emergency hazards within 24 hours. Landlords who fail to comply face legal and financial penalties.

17.0 Equity, Diversity, and Inclusion (EDI) considerations

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

18.0 Climate change and environmental considerations

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

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

19.0 Human resources considerations

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

20.0 Communication considerations

20.1 The housing management service works closely with the corporate communications team to ensure effective engagement and communication is in place with all key stakeholders.

Report sign-off:

Thomas Cattermole

Corporate Director, Residents and Housing Services

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Brent Council Tenant Satisfaction Measures: Comparing two and a half years of data

Code	Measure	Question	2023-2024	2024-2025			2025-2026	'3' year trend
			Outturn	Outturn	Analysis	vs 29 LBs data	YTD (Q1 & Q2)	
TP01	Overall satisfaction with service provided by landlord	(Q1T) Taking everything into account, how satisfied or dissatisfied are you with the service provided by Brent Housing Management?	51.4%	47.8%	4.4% decrease Looking across the board at all measures, increases are marginal, and decreases are more significant.	27th	46.5%	Down
Keeping properties in good repair								
TP02	Satisfaction with repairs service	(Q2BT) How satisfied or dissatisfied are you with the overall repairs service from Brent Housing Management over the last 12 months?	55.1%	51.3%	3.8% decrease	28 th	52%	Variable
TP03	Satisfaction with time taken to complete most recent repair	(Q2CT) How satisfied or dissatisfied are you with the time taken to complete your most recent repair after you reported it? (Tenants)	50.2%	50.3%	0.1% increase	26 th	52.7%	Up
Maintaining building safety								
TP04	Satisfaction that the home is well maintained	(Q3T) How satisfied or dissatisfied are you that Brent Housing Management provides	53%	49.5%		27 th	45.1%	Down

		a home that is well maintained? (Tenants)						
TP05	Satisfaction that the home is safe to live in	(Q4T) Thinking about the condition of the property or building you live in, how satisfied or dissatisfied are you that Brent Housing Management provides a home that is safe? (Tenants)	60.2%	61.9%	1.7% increase	24 th	58%	Variable
Respectful and helpful engagement								
TP06	Satisfaction that the landlord listens to tenant views and acts upon them	(Q8T) How satisfied or dissatisfied are you that Brent Housing Management listens to your views and acts upon them?	35.2%	39.2%	4% increase	28 th	38.7%	Variable
TP07	Satisfaction that the landlord keeps tenants informed about things that matter to them	(Q9T) How satisfied or dissatisfied are you that Brent Housing Management keeps you informed about things that matter to you?	54.8%	56.9%	2.1% increase	27 th	56.4%	Variable
TP08	Agreement that the landlord treats tenants fairly and with respect	(Q10T) To what extent do you agree or disagree with the following: "Brent Housing Management	61.7%	61.4%	0.3% decrease	25 th	60.5%	Down

		treats me fairly and with respect”?						
Responsible neighbourhood management								
TP08	Satisfaction that the landlord keeps communal areas clean, safe and well maintained	(Q5T) Do you live in a building with communal areas, either inside or outside, that Brent Housing Management are responsible for maintaining? (Tenants) (Q5BT) How satisfied or dissatisfied are you that Brent Housing Management keeps communal areas clean and well maintained? (Tenants)	57.2%	50.7%	6.5% decrease	28 th	51.8%	Variable
TP09	Satisfaction that the landlord makes a positive contribution to neighbourhoods	(Q6T) How satisfied or dissatisfied are you that Brent Housing Management makes a positive contribution to your neighbourhood?	41.8%	44.1%	2.3% increase	27 th	52%	Up
TP010	Satisfaction with the landlords approach to handling ASB	(Q7T) How satisfied or dissatisfied are you with Brent Housing Management's approach to handling	38%	40.5%	2.5% increase	27 th	44.4%	Up

		anti-social behaviour? (Tenants)						
Effective handling of complaints								
TP011	Satisfaction with landlords approach to handling complaints	(Q12T) How satisfied or dissatisfied are you with Brent Housing Managements approach to complaints handling?	17.5%	22.2%	4.7% increase	23 rd	24.6%	Up

 <p>Brent</p>	<p>Community and Wellbeing Scrutiny Committee 4 March 2026</p>
	<p>Report from the Corporate Director of Residents and Housing Services</p>
	<p>Lead Cabinet Member for Housing - Cllr Fleur Donnelly-Jackson</p>
<p>Housing Management Service: Area Tenancy Manager Update</p>	
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:	<p>Appendix 1 - Former Structure and Post Restructure charts Appendix 2 – Area Tenancy Manager Job Description Appendix 3 - Patch Map Appendix 4 – Area Tenancy Manager Welcome Letter Appendix 5 - Housing Skills Academy Appendix 6 - Policy Register</p>
Background Papers:	N/A
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1.0 Executive Summary

- 1.1 This report sets out the current context of the Area Tenancy Management team responsible for providing tenancy services to general needs council tenants, following the creation of the team in June 2024.

2.0 Recommendation(s)

2.1 To note the contents of the report and provide feedback.

3.0 Detail

3.1 Contribution to Borough Plan Priorities & Strategic Context

3.1.2 Housing is one of the defining issues for Brent, and the quality of our housing management is central to how residents experience their council. At a time when local authorities across the country are facing increasing pressures - from rising homelessness to structural financial constraints—we remain absolutely committed to delivering safe, secure and decent homes for every resident who relies on us.

3.1.3 In the wake of the tragedy at Grenfell Tower and the death of Awaab Ishak, the regulatory landscape for social housing has fundamentally changed. The introduction of the Social Housing (Regulation) Act 2023, alongside strengthened building and fire safety requirements, rightly places tenants at the heart of everything we do. As a Council, we welcome that challenge. Safe, secure and decent homes are not optional, they are the foundation of a fair and thriving borough.

3.1.4 This report outlines the significant ongoing transformation within our Housing Management Service, including the introduction of the Area Tenancy Manager model. By bringing together lettings, income recovery and tenancy management into a single, accountable role, we are reducing fragmentation, strengthening relationships with residents, and improving oversight of our homes and estates. Early results show encouraging progress in tenancy audits, estate visibility, resolution of historic cases and stabilisation of income collection.

3.1.5 We are honest about the challenges that remain. The migration to Universal Credit, the financial pressures facing residents, increased stock through new build delivery, and historic data weaknesses have all impacted performance - - particularly around rent arrears and voids. However, this report demonstrates that the service is stabilising and building the infrastructure, governance and data capability required to move from a reactive to a proactive model of housing management.

3.1.6 This report demonstrates that the service has begun to stabilise after a period of significant change, and that we are now building the foundations for a more responsive, data-driven and prevention-focused model of tenancy management. But it is also clear about the challenges we face—particularly the impact of Universal Credit, the increase in new build homes brought into management, historic data weaknesses, and the wider financial pressures affecting residents. It requires not only compliance with regulation, but a culture rooted in respect, accountability and partnership with tenants.

3.1.7 The work detailed in this report and that of the housing management service more generally supports the Council's wider borough plan to Move Brent Forward Together. In particular, the work presented with this report supports the borough plan priority to provide prosperity and stability in Brent through helping to deliver the desired outcome for safe, secure and decent housing across the borough.

3.2 Background

3.2.1 Following the tragedies of Grenfell and baby Awaab Ishak's death the Social Housing Regulation Act, Building Safety Act, and more recently the Fire Safety Regulations 2025 (effective from April 2026) were created.

These new laws strengthened the powers of both the Housing Ombudsman and Regulator of Social Housing, and created the Building Safety Regulator, to ensure the good governance, safety and quality of social housing and respect of tenants.

The central drivers of the new legislation have been to:

- put residents back at the heart of services;
- drive up property standards and ensure building safety;
- promote meaningful resident engagement;
- include residents in service design;
- monitor and publish the performance of social landlords against a national set of criteria through tenant satisfaction surveys.

3.2.2 The Housing Management Service needed to respond to the new legislation and take action to acknowledge and dismantle the stigma that surrounds homeless people and social tenants; creating a behavioural change in the way it interacts with tenants and views its role in supporting them and managing their tenancies and estates.

3.2.3 Previously, there had been significant issues with data management caused by hand offs between the lettings, income collection, rent accounting, and tenancy management teams, as well as poor communication. This led to rental loss from voids and arrears, overspends and waste associated with deceased tenants with ongoing tenancies, uncollected service charges and other overspends due to contract management issues and operational administrative errors. All of this exposed the service to significant financial and reputational risks.

3.2.4 In response to the above, and through attending residents' meetings, analysing complaints and researching into best practice, a decision was taken in consultation with members and pre-engaged residents to undertake a reorganisation of the Housing Management Service in the summer of 2024.

Services and resources were re-aligned, with Income Recovery officer, Letting officer and Tenancy Management officer roles converging into a single role of Area Tenancy Manager. This new role would be responsible for all aspects of tenancy management from the let of the property to the tenant, to handing back of keys and re-letting it.

3.2.5 25 new posts of Area Tenancy Manager were created replacing existing posts as part of the new structure (Appendix 1). Following the increase in stock from new developments a further two permanent posts have been added to manage these properties.

3.3 Current Context and Remit

3.3.1 There are now 27 patches of Council owned General Needs accommodation across Brent, managed by 27 officers, and 5 managers. Please see Appendix 3 for a map of the original patches.

3.3.2 These Area Tenancy Managers have responsibility for (see Appendix 2 for full job description):

- Enforcing the terms and conditions of tenant's tenancy agreements, including the rules the service has for tenant's living in their homes.
- Leading the management of Estate Walkabouts with Councillors and colleagues across council services and escalating unresolved issues
- Managing low level anti-social behaviour and nuisance across our estates and working with colleagues in the Community Protection Team and Legal Services to tackle medium and high level anti-social behaviour cases
- Supporting vulnerable tenants and making referrals to other services if they have care needs of or safeguarding concerns. This is especially important for those at risk of hoarding, cuckooing domestic abuse or instances where a residents' health may be impacting those around them
- Terminating tenancies when the Council regains possession of its properties
- Supporting tenants to pay their rent and sustain their tenancies by proactive rent collection, helping tenants to maximise their income and escalating enforcement action when it is required.
- Processing applications for succession when a tenant dies
- Supporting tenants in financial difficulty to access support that is timely and robust
- Letting properties on their patch in a timely manner to reduce rent lost from voids
- Visiting tenants to verify their circumstances and making referrals to support tenants and address issues when identified
- Working with colleagues in our repairs team to help residents understand how to best report repairs, and advocating on their behalf to ensure they are completed when they should be
- Supporting tenants who wish to downsize or mutually exchange their home
- Making referrals to the Council's counter fraud and investigations team when tenancy fraud concerns are found

3.3.3 While it is expected that the ATMs escalate issues related to repairs when they come across them, repairs and maintenance fall outside of the ATMs remit and control. ATMs are not responsible for the coordination of raising and scheduling

repairs, this is managed by Property Services, who arrange works, coordinate with other services such as pest control, and manage appointments directly with tenants, as well as responding to repair or maintenance-based complaints or Members Enquiries.

- 3.3.4 When Anti-Social Behaviour reaches a medium or high-level cases are referred to and managed by the Community Safety Team that sits outside of housing. It is accepted that Area Tenancy Managers do not have the expertise or tools and powers available to manage these cases independently and instead housing works with the corporate Community Safety Team to ensure that cases that meet this threshold are managed by the specialist team. There is an ongoing review of best practice for the management of ASB. Two visits are planned to other boroughs to establish how different models work where tenant satisfaction is high, there has been a detailed review led by the Quality Assurance Team, as well as an audit carried out. A new policy is being created which will strengthen the approach with a view to improving tenant satisfaction and ensuring that data sharing and liaison between services is seamless with resident communication a priority.
- 3.3.5 Estate Services- refuse collection, parking, tree maintenance, fly tipping, grounds maintenance, caretaking- is also not in the ATM remit and is managed by the Public Realm through external contracts and internal teams. However, with all these responsibilities the ATM will work with the designated service and support an effective outcome.
- 3.3.6 The restructure of the service took place 18 months ago and has seen signs of progress in helping to deliver more holistic services and reduce handoffs between services.
- 3.3.7 The merging of three roles into one has given the added value of a tenant knowing who their dedicated officer is from Day 1; as their new Area Tenancy Manager will sign them up. The move to a generic model has made it easier to build a relationship of trust, with increased visibility on estates and acting as the face of the landlord- providing early intervention and support. The model also supports a place based approach, where an ATM can get to truly know the area, the risks, the demographic, and begin to link services in and bring together the strength of the community to support community led interventions in the long term.
- 3.3.8 The ATM role is designed to enable a strong relationship with their tenants through localising services and increasing accessibility for residents that have traditionally been less able to engage with us. In practice this has meant that many historical issues have been addressed by officers working holistically with residents on their patches.
- 3.3.9 The ATMs have a significant role to play with safeguarding tenants and ensuring that where there are risks, tenants are referred for support from the relevant service in Adult Social Care and the NHS. They are also responsible for ensuring that issues are appropriately escalated.

3.3.10 This includes Anti-Social Behaviour cases where there is an underlying mental health condition, hoarding or cuckooing cases where intervention is needed from critical support services in Adult Social Care or Mental Health services in the NHS. The ATM has limited ability to manage complex cases such as these, but is on hand to support professionals, escalate meaningfully and set up professional's meetings. There are escalation processes in place for complex cases; ASC have a toolkit for Hoarding and there is a Mental Health and Housing Steering group chaired by a Corporate Director that focuses on health and wellbeing outcomes between the NHS, Housing and ASC. There is a monthly clinic between Housing and ASC where complex cases can be discussed, as well as a High Risk Panel where cases with ongoing challenges can be referred for action and outcome. Case conferences between professionals are routinely used to ensure there are joined up support and action plans in place for vulnerable residents.

3.3.11 ATMs take active responsibility for communications on their patches. All have individual WhatsApp Channels which they manage and are promoted to tenants. They use these to reduce failure demand (where for example there is a missed bin collection) and share updates and announcements about events on their estates or in the local area. A welcome letter is also sent to all tenants in each patch when the ATM takes it on (Appendix 4), so that tenants know who they are and how they can be contacted for support.

3.3.12 All ATMs go through a comprehensive and evolving Induction and Training programme through the Housing Skills Academy (Appendix 5). A priority area is vulnerability, disability and domestic abuse. The policies for these areas are being developed currently in line with best practice examples and Domestic Abuse Housing Alliance standards. Once the policies have been created mandatory training will happen for all staff across the service to ensure that from ATMs to Contractors there is a shared understanding of risk, vulnerability and disability and a total commitment to equality and access to services.

3.3.13 In line with the requirements of the Social Housing Regulations, ATMs with relevant partners, have piloted and will be rolling out monthly 'clinics' on each estate that are publicised to promote, 'social, environmental and economic wellbeing' in the areas where they manage. These clinics allow ATM's to provide intensive support to address employment, financial and support needs, and are places tenants can escalate issues, or seek general support, advocacy or referral and signposting. This has had positive results so far and has helped residents to sustain their tenancies.

3.4 **Challenges:**

3.4.1 Following the June 2024 restructure, it took some time to recruit to the full complement of roles within the revised structure. As such the model is still in its infancy. Once staff were in place they needed to be trained on the new operating model, ways of working and new processes. This was required for experienced staff at Brent, internal hires from outside the service and externally recruited officers.

- 3.4.2 The re-alignment of services was done with culture in mind and has succeeded in bringing together a staff who are committed to their residents, values led and goal oriented. However now there is a need for technology and infrastructure transformation to better support the roles and enable the officers, and the residents they serve, to thrive.
- 3.4.3 Substantial work is ongoing now to address historical data limits which will lead to mature and reliable data that can be used to ensure early intervention and prevention of issues for tenants that risk sustaining tenancies. There is an active plan underway with a systems and data overhaul. In the interim data for the service is collected on and managed manually to ensure there is ongoing grip of KPIs for ATMs, always with a prevention mindset- ensuring action is taken to sustain tenancies and prevent homelessness or risk of financial or housing insecurity.
- 3.4.4 HQN, a consultancy agency is also being commissioned to benchmark what the Housing Management currently receive in reports and what it needs to receive to support compliance, performance management and risk mitigation.
- 3.4.5 The move to a generic role from a specialised structure meant that officers who remained in place following the restructure had to be trained on at least one of the three functions. The results of the restructure meant that there was an initial loss of income and lettings experience, increasing the risk that staff would naturally lean into the areas they had the most confidence and that Lettings and Income Recovery / Debt management would be adversely impacted while officers and managers gained confidence in all aspects of the role. However as can be seen by the performance below, the service is stabilising and on a positive trajectory to show sustained improvements on the prior operating model.
- 3.4.6 It is a busy largely reactive role where safeguarding concerns often spring up. These must be prioritised and mean that proactive necessary work- such as lettings and income management, must be flexibly but consistently managed.
- 3.4.7 The service is working towards being a proactive strategic driven function as opposed to crisis driven. Risk reduction will become embedded as infrastructure- process, policy, co-regulation with tenants and co-design, systems and data- become business as usual (BAU), with managerial oversight strengthened and correct, consistent application of process driven functions such as lets and income management becoming BAU, with complaints, Ombudsman reports and internal and external audits further reducing risk.
- 3.4.8 The more we get to know our tenants, the better we will be at intervening early and preventing crisis that is costly on resources and damaging to tenants.
- 3.4.9 In the current financial year 700 new build properties have been handed over to the General Needs Service for management and letting. From May – October 2025 the Generic officers were responsible for letting these new build properties and significant resource was invested in this piece of work. The knock-on impact was day-to-day work in both Housing Needs Allocations and Housing

Management suffering due to lack of capacity. There was a sharp increase in debt within the HRA during this period, this is now being offset with temporary resources; short term capacity recruited to let all new build handovers, and a small income team due to be recruited on a fixed term basis to tackle historical and new debt.

3.5 Performance and Opportunities:

3.5.1 Walkabouts

The 2025/26 financial year saw a new approach to Estate Walkabouts across the Housing Management Service. Most medium and large estates, and some smaller estates receive a quarterly walkabout that is led by the Area Tenancy Manager and attended by other colleagues in housing as well as Councillors and residents. There are also 4 estates that due to size and/or complexity receive a monthly walkabout.

3.5.2 The success of estate walk abouts is dependent on stakeholders having capacity to own the resulting actions and giving them the importance they need for swift resolutions. Now with increased staffing within property services, repairs colleagues are attending each walkabout. This has improved the effectiveness of the walkabouts and communal repair issues are being resolved, which is seeing increased resident satisfaction and compliments of the new Technical Officers.

3.5.3 Whilst the operational effectiveness of walkabouts has improved recently the contextual financial challenges remain which limits the amount of capital investment that can be made on estates. Without a budget for improving estates they can only be maintained.

3.5.4 Regulation and Tenant Satisfaction Measures (TSM)

The aim of all work across the Housing Management Service is to be compliant with regulations, and provide a service that residents are happy with, where they feel supported, heard, safe and able to thrive. The Tenant Satisfaction Measure results can be found here: <https://data.brent.gov.uk/dataset/tenant-satisfaction-measures-tsm-2j396> In the pilot with the Housing Companies the generic model saw an immediate uplift in satisfaction with complaints and the overall service. The ATM function underpins many of the TSMs which are delivered by services across the council, and contractors of it. There is confidence that the ATM model, based on customer service values, will support overall compliance, safety and satisfaction, and coupled with ongoing improvements and collaboration in and with supporting delivering services across the council, will see an improvement.

TSM – Overall satisfaction

	2023-24	2024-25
I4B	50.9%	54.1%
FW	49.2%	56.7%

3.5.5 Debt position

The current debt position is £7,258,582.11 for current tenants; this represents 11.35% of the service's total annual rent roll and is significantly above the majority of other London Boroughs.

3.5.6 The service's current cumulative collection rate for the year is 96.97%, which is below the service's current target of 98%. This figure is expected to increase by year-end. The Area Tenancy Management team collected 99.52% of rent across November and December 2025, which is traditionally a hard period of the year to collect income.

3.5.7 There have been external contextual factors that have made collecting income more challenging for officers:

3.5.8 Migration from Housing Benefit to Universal Credit:
Housing Benefit (HB) traditionally has been paid direct into rent accounts for all secure tenants. It was simple to apply for direct payments from day 1 of a tenancy and the rent was then paid in full, weekly, in advance. This made collection for tenants on Housing Benefit simpler and this was reflected in higher collection rates in the years prior to Universal Credit migration.

3.5.9 Universal Credit (UC) is administered by the DWP monthly and in arrears, direct to the claimant, this was done to give claimants more personal responsibility over their benefit payments. All new tenants are on UC and direct payments are more difficult to apply for and can only be mandated after multiple months in arrears unless the resident agrees and applies directly earlier.

3.5.10 As most working age tenants have now migrated onto UC, there are fewer tenants in receipt of housing benefit, and will only be those at state pension age. It is predicted that less than £16million Housing Benefit will be paid to general needs council tenants this financial year. For context in 2016 almost £30million was received with substantially less stock.

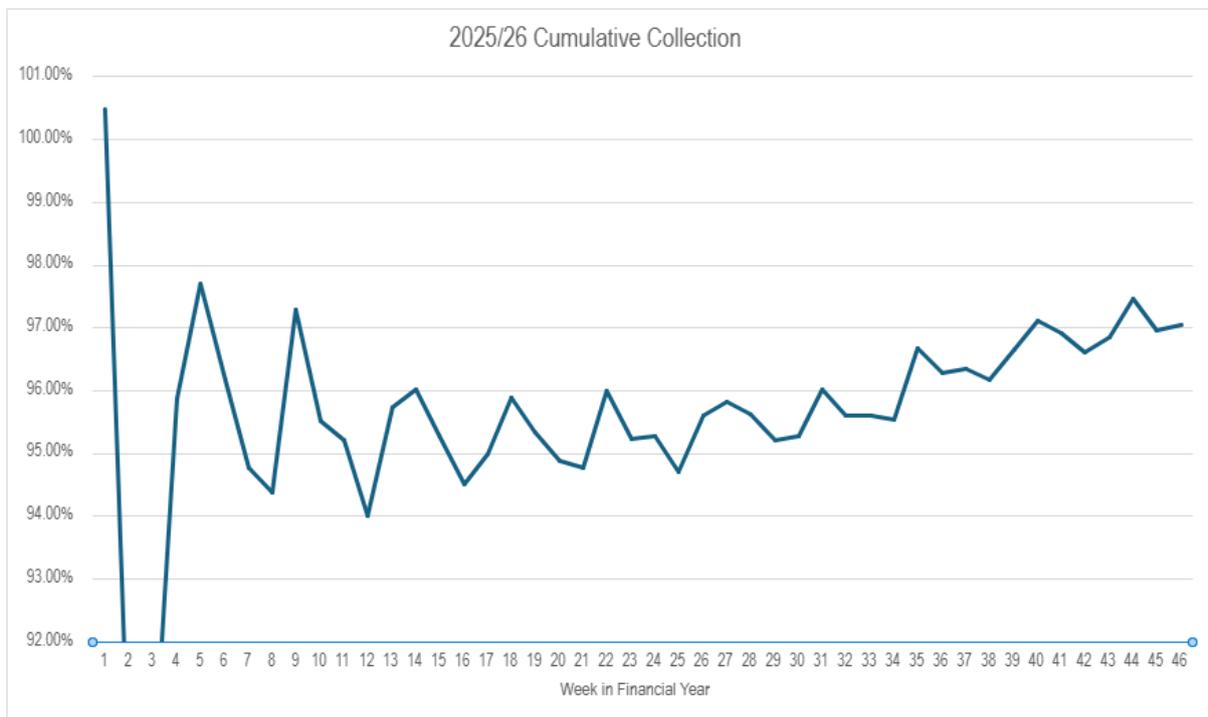
*Year	Overall Collection rate %	Current tenants only %	Housing Benefit (HB) revenue %	HB amount - £m
2015/16	98.64	98.27	53.3	29,099,187
2020/21	99.05	98.69	43.0	21,819,364
2021/22	106.88* (water rate refunds)	100.53	43.7	20,119,423
2022/23	97.90	95.79	36.6	19,807,805
2023/24	93.85**	96.87	32.8	19,839,678
2024/25	97.12	96.54	28.9	19,145,962
2025/26 (to date)	96.7%	96.97%	20.90	12,162,609.65

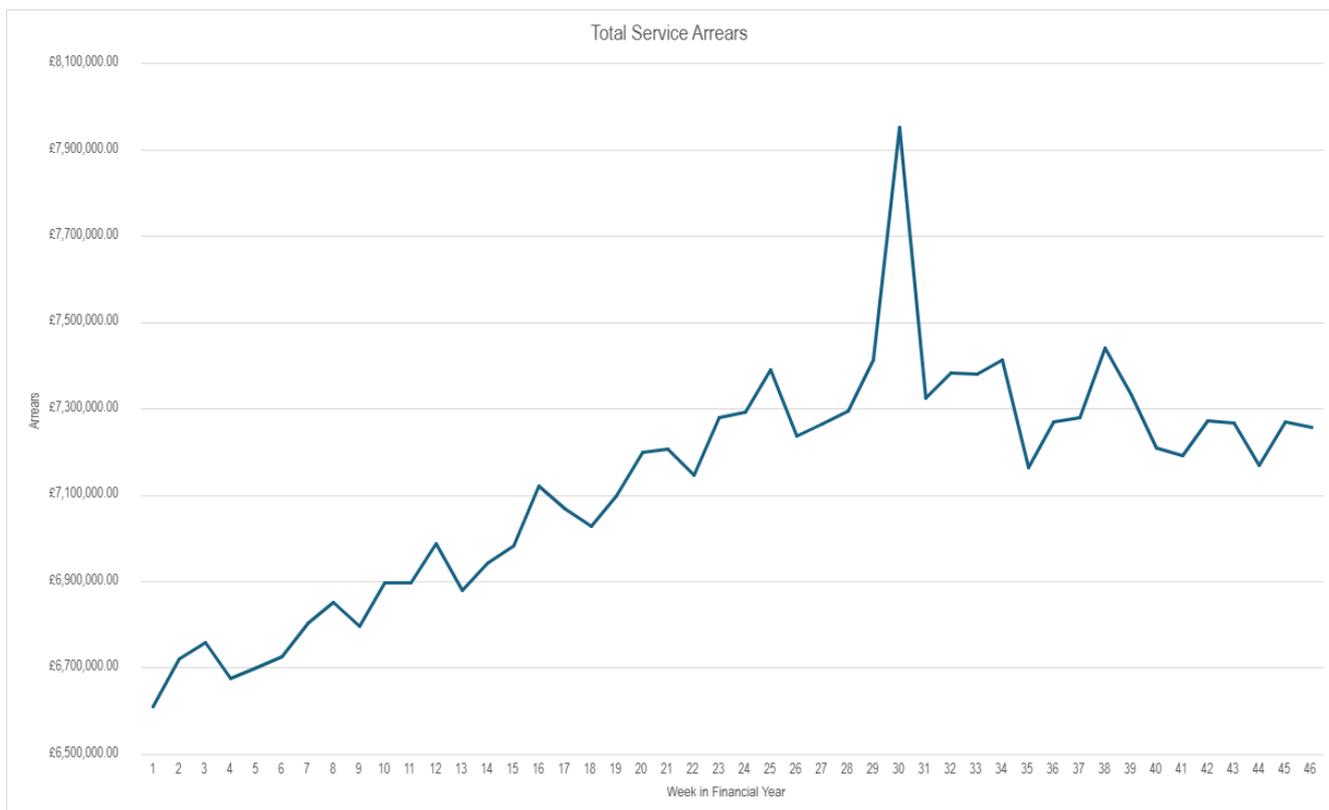
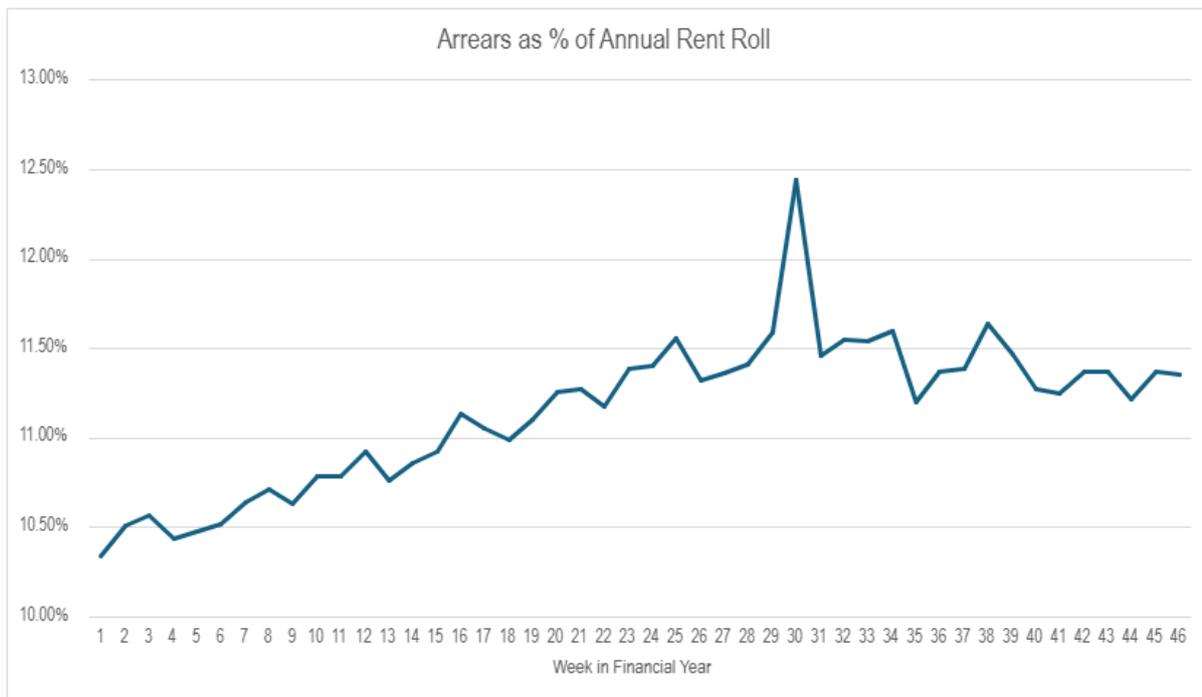
* This has led to more difficulty in collecting payments for tenants on benefits, which is reflected in the table above.

3.5.11 Income Collection Performance:

The service's YTD debt position is a % of overall yearly rent collected, and cumulative collection rate is outlined in the charts below. Q1 and Q2 represented poor income collection performance, with a low collection rate and debt increasing across the board. During this time the team was asked to prioritise the letting of new build properties to reduce void costs, and staff were not fully trained, with limited to no reporting to aid performance management.

3.5.12 This has led to an intensive effort to minimise debt and performance manage staff with support and the use of manual data and reporting. A temporary specialised lettings team were brought in to let new builds to ensure staff could focus on income collection more intensively in Q3 and Q4. The graphs below show the performance in the financial year from April 2025 to current.





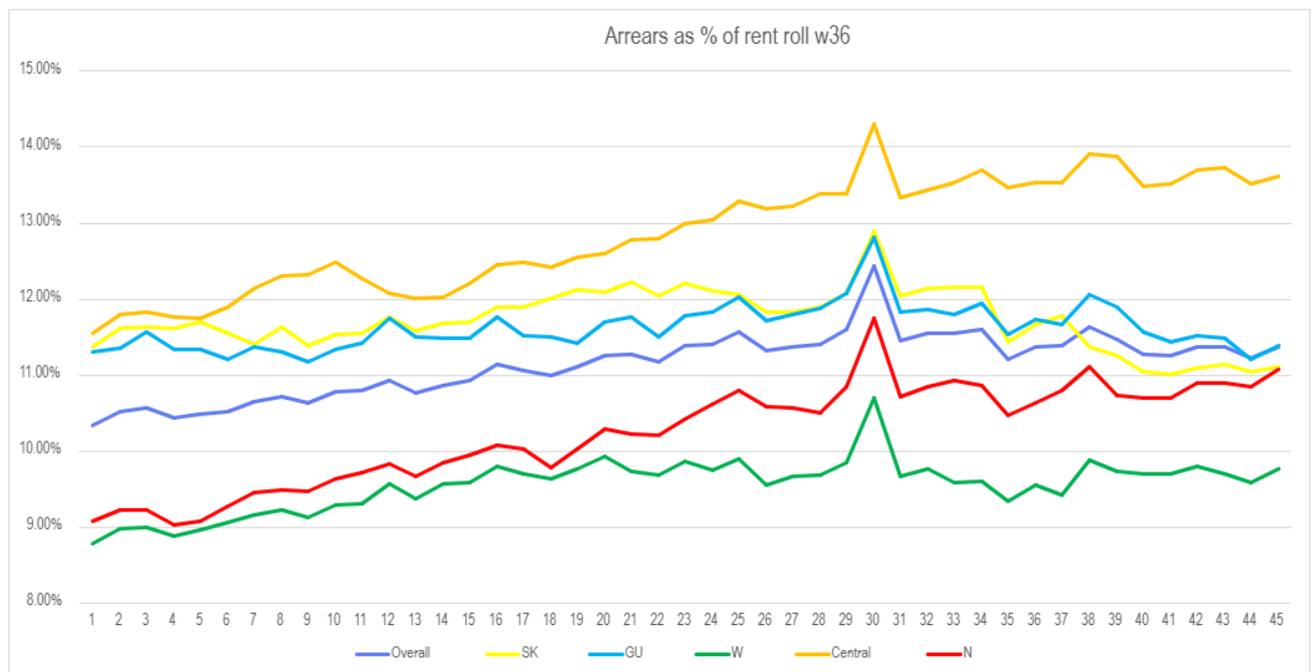
3.5.13 As above there have been improvements in the service's overall collection rate, and a slowdown and reduction in the service's debt position. This is a more accurate reflection of current performance now that the pressure of letting hundreds of additional properties has been alleviated, officers are fully trained, data is being collected and used, and income is being focused on as BAU.

3.5.14 The team is working hard to support residents with arrears, maximise tenants' income and provide tenants with support to claim Discretionary Housing Payments and access the Council's Resident and Household support fund.

3.5.15 The performance across teams in the borough is outlined below, there is variability in the levels of performance across the teams within the service and officers. This is being heavily monitored with poor performing areas targeted for support.

3.5.16 The teams represented by the Green and Red Lines, Brent West and Brent North have had a greater increase in their debt position due to the handover of circa ~500 new build properties in their areas.

3.5.17 A combination of higher rents and Universal Credit paying tenant's their entitlement in arrears led to an immediate sharp rise in arrears on the new build patches. Officers are working with tenants to clear existing arrears, which has seen a slowdown in the debt being accrued now that the blocks are full.



3.5.18 There are several workstreams that are aimed at increasing income collection. In the new financial year, a small team of solely income focused staff will temporarily join the service to focus on complex cases that require sustained intervention to reduce the debt. The team will provide specialised advice and support to tenants to increase the service's financial inclusion offer and will also ensure that tenant's signing up to a property have their income maximised and payment arrangements in place from day one.

3.5.19 The wider housing service is also undergoing massive re-development of its NEC Housing System. NEC is the foundation of data management for the Housing Management Service, and the redevelopment will see data and information relating to tenants, buildings and all aspects of compliance and safeguarding being fundamentally redesigned and stored cleanly. This will

support not only accurate and timely performance management of front-line staff delivering on KPIs, but also overall safety of tenants in council owned housing. The first module to be delivered is NEC Account Analytics. Account Analytics builds a clear picture of residents who are at risk of falling into rent arrears using the data in NEC Housing. The system will help ATMs to identify the residents who are in most need of support, and to provide help and advice at the earliest opportunity- before arrears and debt accrue. Once it is in place ATMs:

- Won't need to extract, match or manually update data
- Will always have accurate information because it updates with every action taken
- Will always have access to a holistic picture, to make better decisions
- Will be able to manage cases on a single system, reducing the risk of poor data handling and gaps

3.5.20 Monthly clinics will be rolled out across estates to increase financial inclusion and resilience through targeted and intensive support. These have been piloted in South Kilburn- an Income & Wellbeing Clinic, where the ATM identified a need to provide better support and engagement to tenants who are struggling with the everyday cost of living and accessing support. The ATM worked alongside "Brent Health Matters" as well as the Hubs and took an overall look at the residents' circumstances. Now in the third month the ATM has:

- Built rapport & engaged tenants who have previously gone under the radar.
- Had open non-judgemental conversations about tenants circumstances and looked at practical solutions and actions.
- Signposted to access support in areas of health, education and employment.
- Collaborated to learn more about each other and council services, building relationships that will sustain a place based approach.

3.5.21 Throughout the year officers will ad hoc work together on estates at weekends to do 'block door knocks' on properties with high level arrears, giving face to face support to residents who are struggling, setting up direct debits and repayment plans, and applying for support. A recent event where this took place resulted in £13,000 collected in one day.

3.5.22 Tenancy Verifications

One of the primary functions of the ATMs is to carry out tenancy verifications. It is a requirement that all properties are audited a minimum of every 4 years. Housing Management are required to know who is 'behind the door' and what needs those tenants and their families have as far as practicably possible, (while acknowledging that vulnerability is fluid, and the landlord service may not always know the immediate status of a tenant; for example, in cases where a tenant becomes pregnant).

3.5.23 Since the restructure in 2024 the number of tenancy audits carried out has increased as outlined below:

Financial Year	Number of Tenancy Verifications Completed
2025/26	1769* (YTD)

2024/25	706
2023/24	452

3.5.24 In line with legislation around the Equality Act 2011 and the new Social Housing Regulations the service is required to understand the diverse needs of tenants including those arising from protected characteristics. The service is dedicated to supporting Brents Care Experienced young people, providing them with safe, secure tenancies that are sustained and setting them up to succeed, with ongoing programmes of work between Early Help and Social Care and Housing Needs and Management, as well as those who are from socio economically deprived backgrounds.

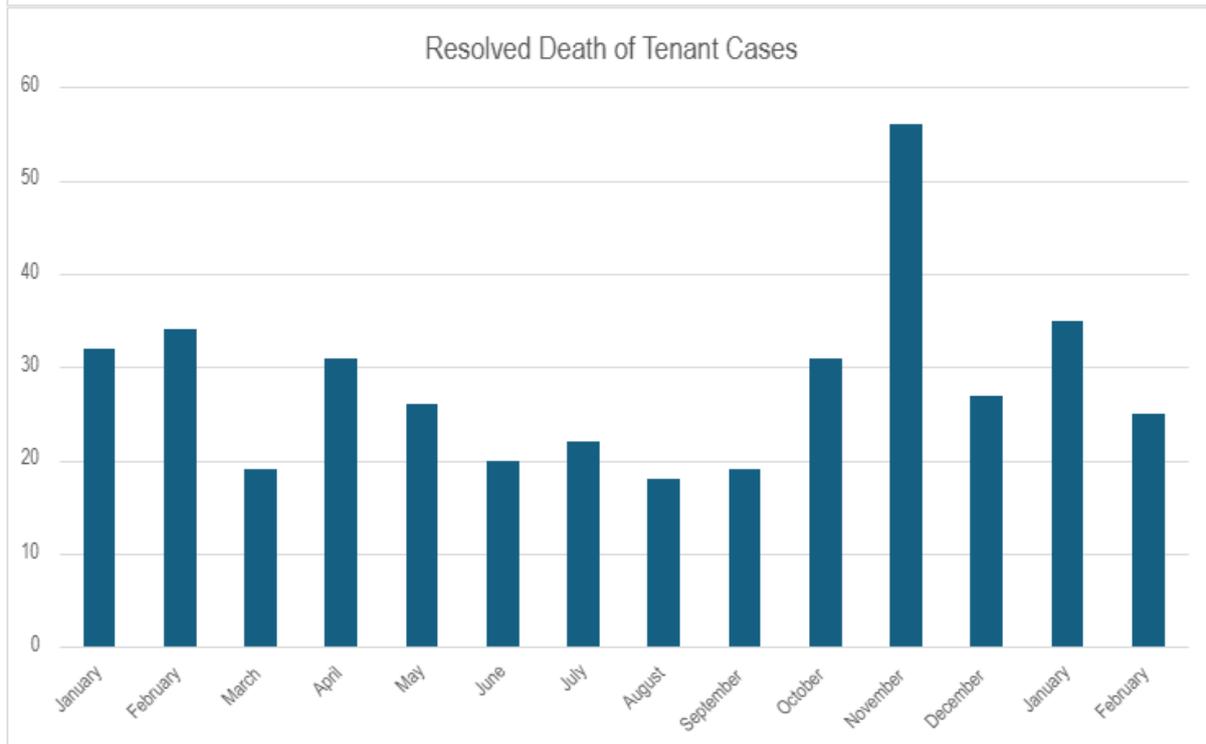
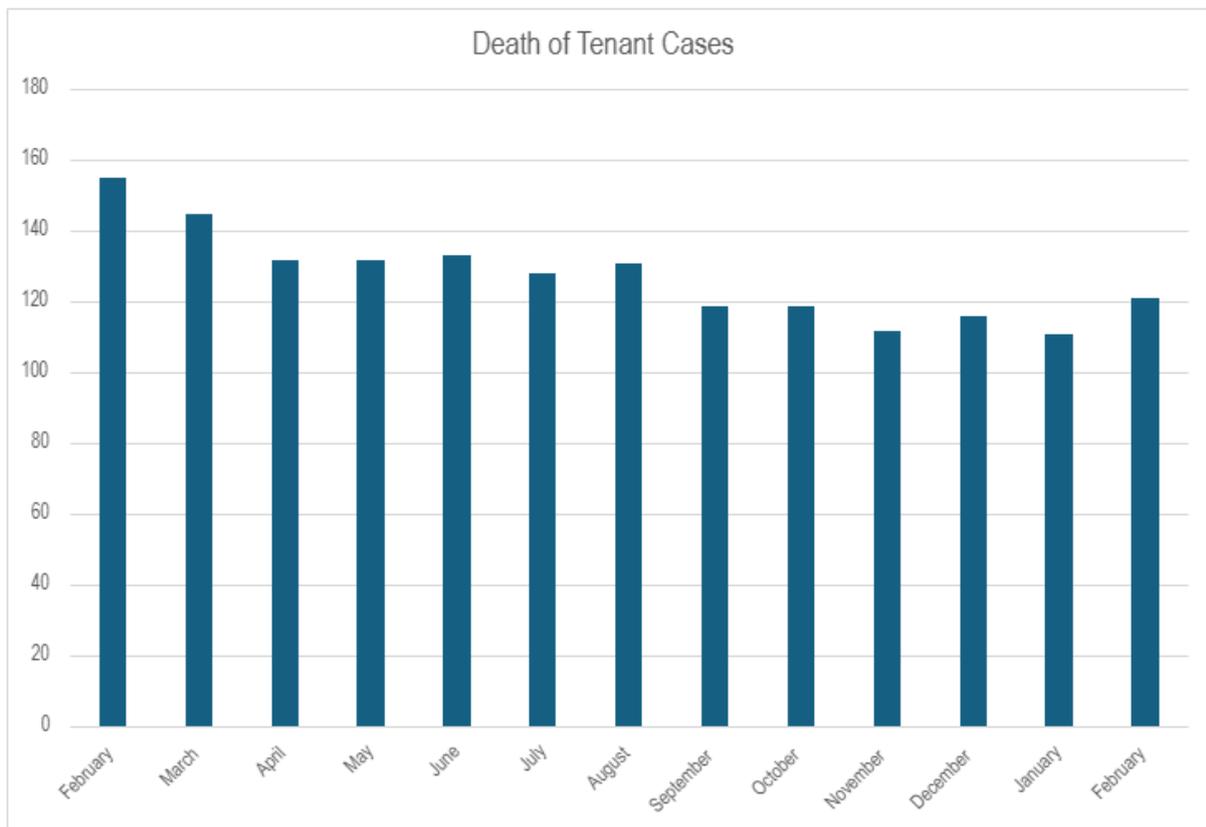
3.5.25 The service must know when tenants experience language barriers or have additional support needs, as well as proactively collect data on vulnerabilities such as age, health conditions or disabilities that may increase the negative impact of issues such as damp and mould. System remediation is required to ensure that all this data is being captured at the point of sign up and tenancy verification, and an additional resource of a small team of visiting officers has been funded to ensure that the Council is compliant.

3.5.26 ATMs have access to a range of tools to support their communications with residents, whether it be translation services, plain English training, translation for documents, or British Sign Language Sign Video, however continued work is needed to ensure that data is not only up to date on protected characteristics, but is used to make meaningful insights, deliver interventions and co-design policies.

3.5.26 Death of Tenant Cases:

Since the new structure has been in place the team has worked hard to resolve historical issues. A key area of work has been to ensure that where a tenant has passed away the property is either recovered sensitively and efficiently, or a successor or family member is awarded a new discretionary tenancy for the home.

3.5.27 When the service was reorganised in 2024 there was 200+ open Death of Tenant cases going back as far as 2005. Over 300 cases have been resolved since the ATMs took up the role, and where a tenant now passes away the cases are handled with efficiency.



4.0 Stakeholder and ward member consultation and engagement

4.1 The Lead Member is continually updated on the performance of the service, and ward members feed in through case work, as well as by advocating for residents at walkabouts, ensuring that there is common purpose and accountability. The ATMs are getting to know ward Councillors better, building

relationships with them as well as tenants with a holistic focus on outcomes, prevention and support.

5.0 Financial Considerations

- 5.1 The Area Tenancy Manager posts are graded at PO1 and, in 2025/26, are projected to cost the Council £62,143 per full-time equivalent (FTE) per annum. Based on 27 FTE posts, the total estimated annual cost is approximately £1.7m. These costs are met from within the Housing Revenue Account (HRA).
- 5.2 As at the end of January 2026, total outstanding HRA tenant debt, excluding credits, amounted to £13.5m. Of this balance, £8.9m related to current tenants and £4.6m to former tenants. In accordance with prudent financial management, a provision must be maintained to reflect the risk of non-collection. For 2025/26, this is estimated to require an additional top-up of £2.3m.
- 5.3 The HRA Business Plan assumes a 3.5% rent loss through voids. In 2025/26 the voids loss is estimated to be circa 5.07%, or £3.5m.

6.0 Legal Considerations

- 6.1 The Social Housing (Regulation) Act 2023 (SH(R)A 2023) introduces significant reforms to the regulation of social housing, aiming to enhance housing standards, tenant protections, and the accountability of registered providers (RPs). It amends the Housing and Regeneration Act 2008 strengthening the powers of the Regulator of Social Housing (RSH) to enforce compliance with regulatory standards and address serious failings by RPs.
- 6.2 The Act also expands the scope of offences related to the provision of false or misleading information and enhances the RSH's ability to compel third parties to provide information relevant to its functions. Provisions include the introduction of Awaab's Law as of 27th October 2025, which mandates social landlords to investigate and repair dangerous damp and mould within specified timeframes, with emergency hazards requiring repair within 24 hours.
- 6.3 The SH(R)A 2023 also places a duty on the Secretary of State to direct the RSH to set standards for RPs to provide tenants with information about their rights, facilities, services, and complaint mechanisms. This aims to improve transparency and tenant engagement. The Act underscores the importance of ensuring social housing is safe, well-managed, energy-efficient, and of appropriate quality. It also encourages RPs to contribute to the environmental, social, and economic well-being of their communities. The RSH's regulatory objectives include minimising interference while ensuring proportionality, consistency, transparency, and accountability in its functions.
- 6.4 If the Council does not meet its statutory obligations where deficiencies have been identified there is the risk of regulatory judgments and enforcement notices by the Regulator.

6.5 The Fire Safety (Residential Evacuation Plans) (England) Regulations 2025 (Regulations) have introduced significant new requirements for certain residential buildings. Coming into force on 6 April 2026, the Regulations aim to enhance fire safety for residents whose ability to self-evacuate may be compromised due to physical or cognitive impairments. Councils, as responsible persons for applicable residential buildings, must identify and engage with relevant residents to conduct person-centred fire risk assessments upon request factoring in mitigation.

7.0 Equity, Diversity & Inclusion (EDI) Considerations

7.1 The service must comply with the Equality Act and Public Sector Equality Duty. Robust training and policies are being developed and co-designed with tenants to ensure that staff make decisions which have appropriate regard for those with vulnerabilities or who are in a protected characteristic. Equality Impact Assessments will become more frequent in decision making and are expected with regards to any punitive actions taken by the Housing Management Service.

7.2 Social tenants are at risk of increased stigmatisation and most new tenants are entering social housing from temporary accommodation. It is therefore crucial that the right support is in place from the point a home is allocated, with data shared between Housing Needs and Housing Management appropriately to well serve residents who are vulnerable, setting them up to succeed.

8.0 Climate Change and Environmental Considerations

8.1 The new structure of the ATM team reduces handoffs and as it is embedded will see officers focusing on improving community outcomes. Already tenant gardens and allotments are being promoted on estates that have unused land, to increase wellbeing and biodiversity.

10.0 Communication Considerations

10.1 A communications strategy will be developed to ensure that the service meets the Transparency and Accountability standard that is mandatory for the service.

Report sign off:

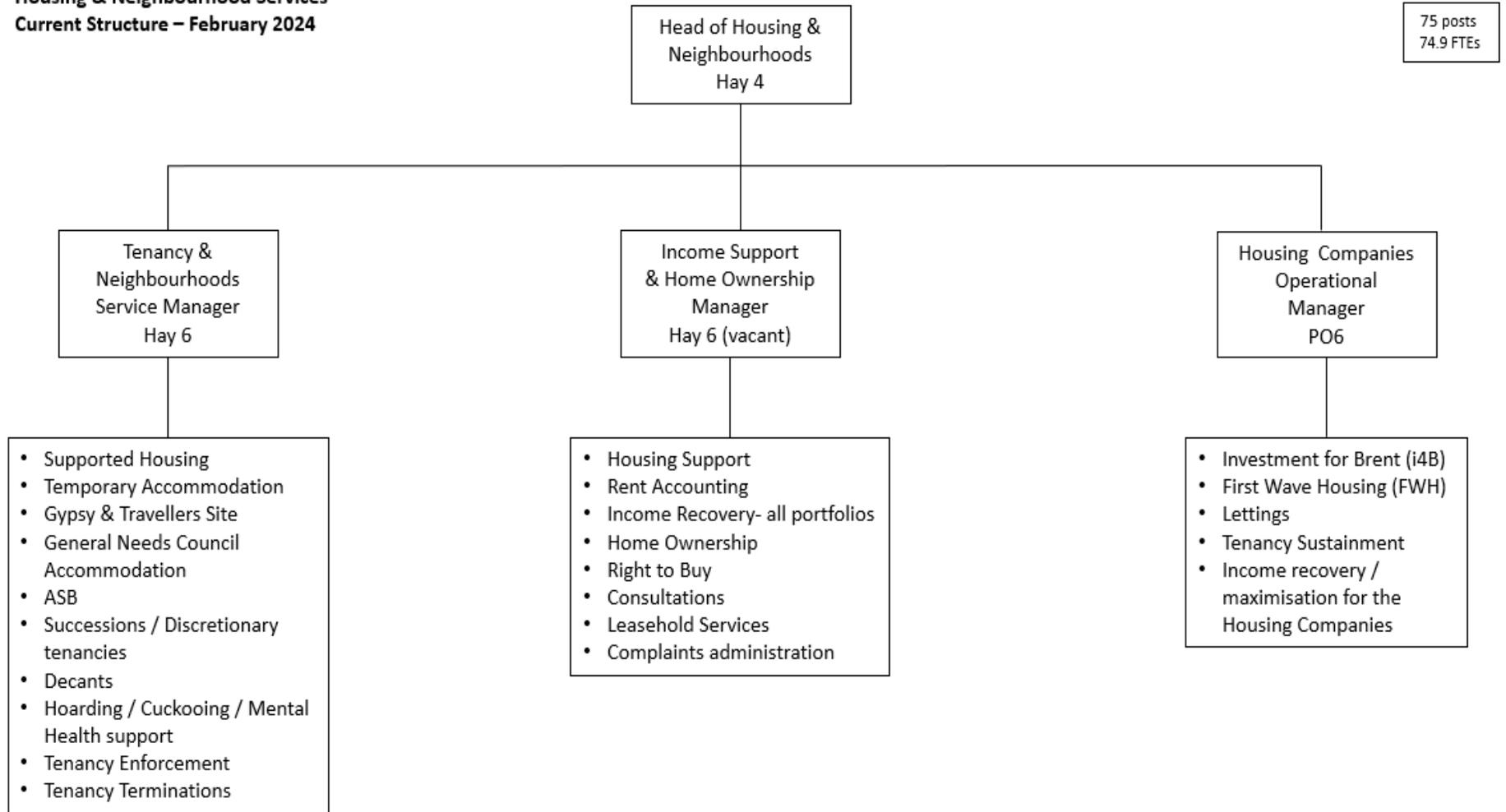
Thomas Cattermole

Corporate Director Housing and Resident Services

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Appendix 1- Structure pre June 2024 and post:

**Housing & Neighbourhood Services –
Current Structure – February 2024**

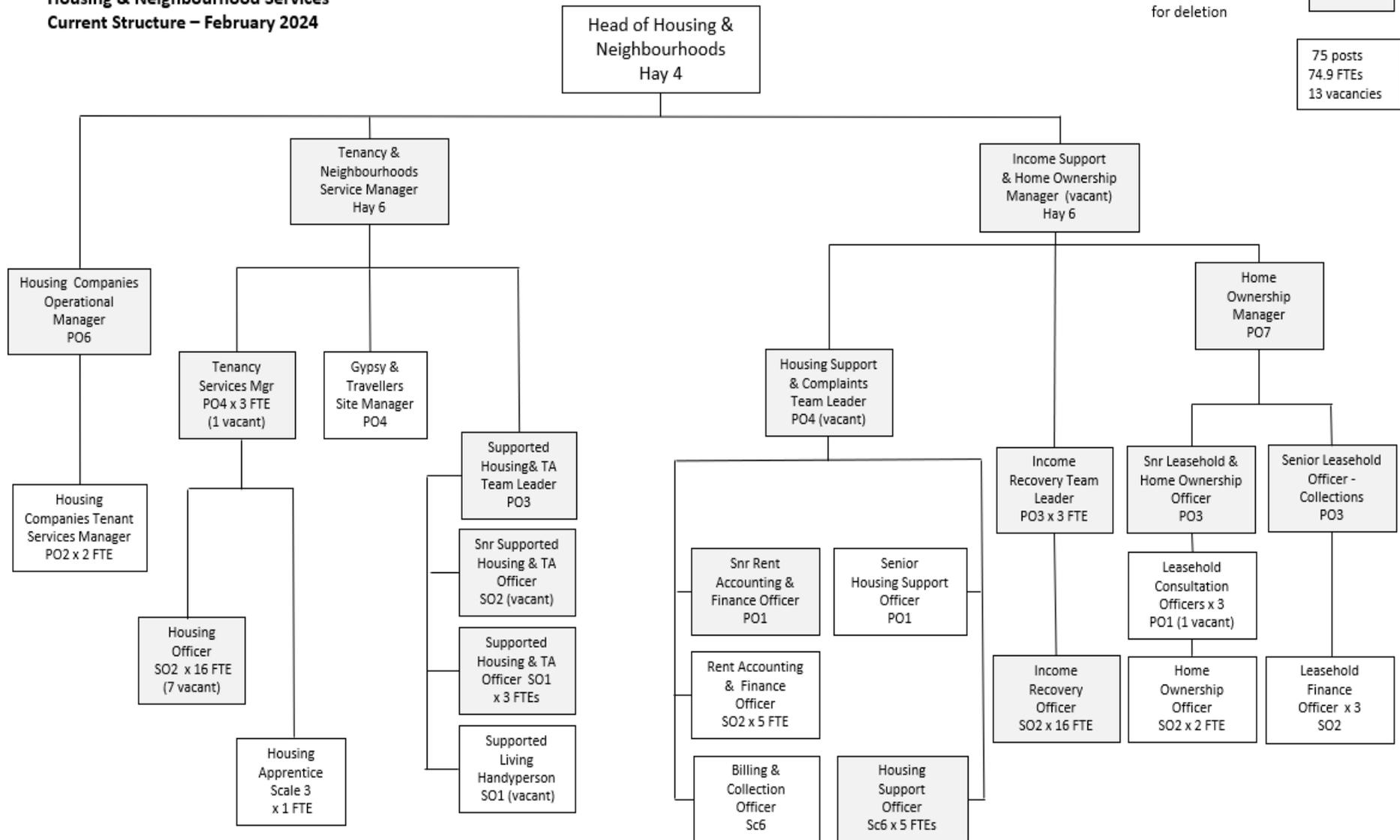


**Housing & Neighbourhood Services –
Current Structure – February 2024**

Key: posts proposed
for deletion

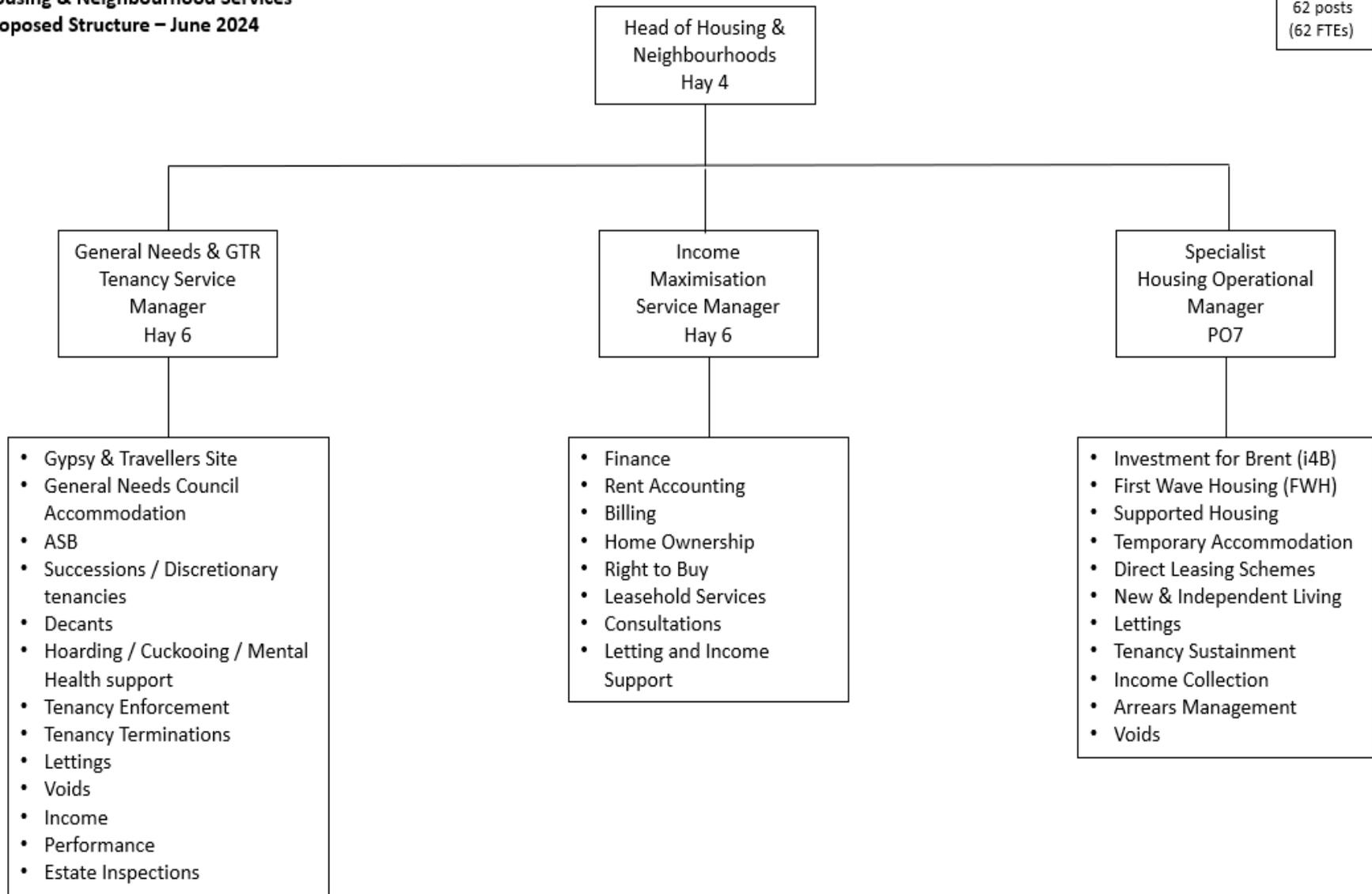


75 posts
74.9 FTEs
13 vacancies



**Housing & Neighbourhood Services –
Proposed Structure – June 2024**

62 posts
(62 FTEs)

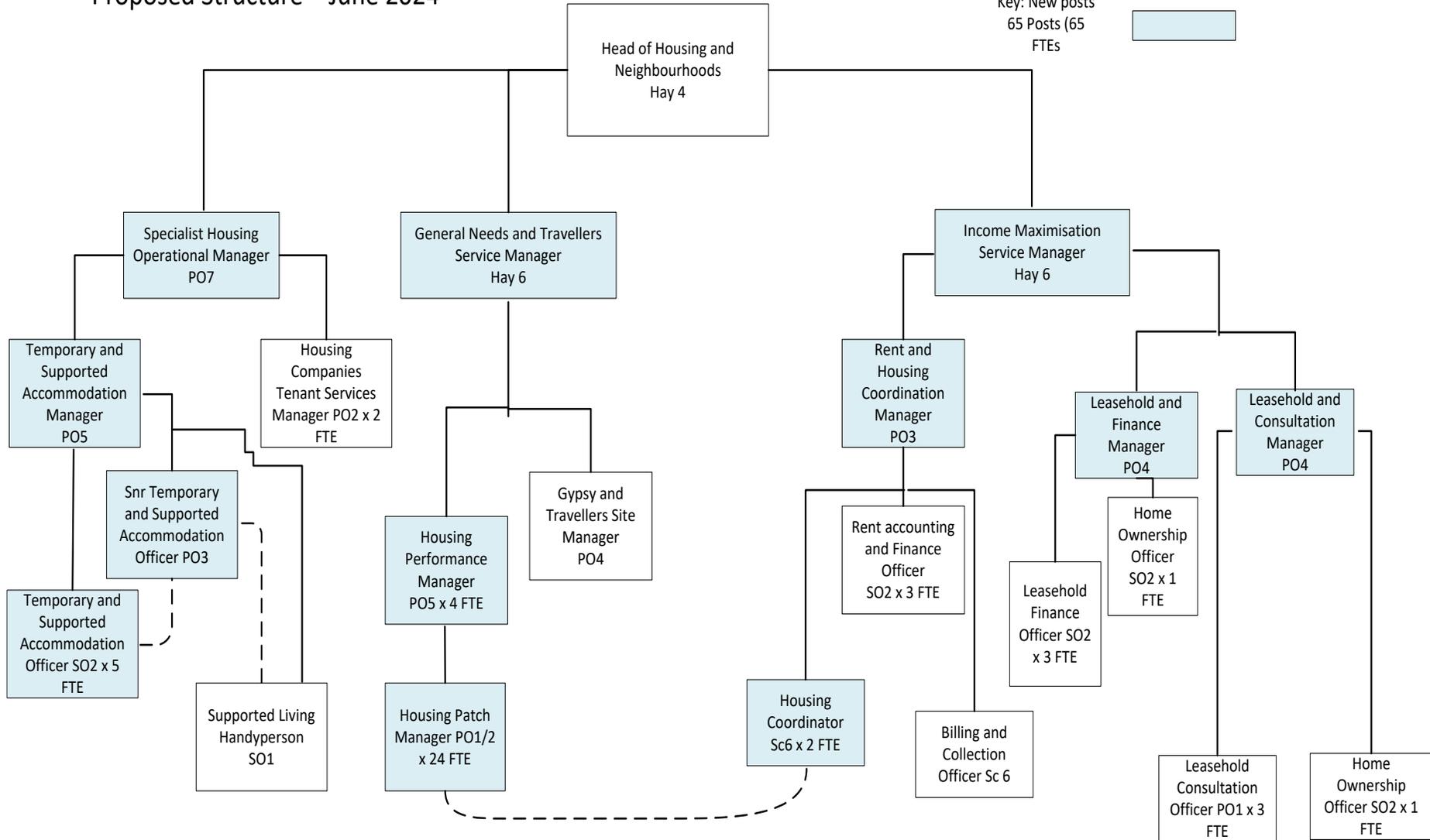


Housing and Neighbourhood Services – Proposed Structure – June 2024

Key: New posts
65 Posts (65 FTEs)



Page 64



GLPC Job Description

	Job Title	Area Tenancy Manager
	Directorate	Partnerships, Housing and Resident Services
	Department	Housing Management Service
	Grade	PO1 to PO2 Linked grade
	Reports to	Housing Performance Manager
	Staffing Responsibility	None

Job Purpose:

- To directly manage a housing portfolio, delivering and coordinating all aspects of high-quality, visible and accessible tenancy service, achieving targets and contributing towards high levels of tenant satisfaction.
- To manage tenancies, end to end, let to re-let, taking full ownership of the tenant's journey and ensuring all tenants have access to financial inclusion and support, are able to meet their rental obligations and live in good quality, safe, suitable and affordable homes.
- To take initiative in complex cases, drive successful outcomes that benefit the tenant and have a commercial mindset whilst ensuring all statutory and regulatory obligations as a landlord are reflected in your daily duties.

Principal Accountabilities and Responsibilities:

PO1

1. To be the face of the landlord; providing a high level of customer service, taking ownership for every aspect of tenancy management and tenant requests, ensuring that expectations are managed.
2. Work collaboratively and be the lead contact, keeping stakeholders informed, delivering a seamless 'one team' landlord service. This will include setting up and managing professionals' meetings and action plans as needed for complex issues.
3. Responsible for keeping all residents' records and data up to date and accurate in real time, with all interaction recorded, holding other teams to account to do the same.
4. To undertake a proactive approach to tenancy management by adopting mobile working with the use of appropriate IT and communication systems and adhering to health and safety and lone working requirements.

5. To work continuously to promote digital inclusion, supporting tenants to achieve channel shift enabling them to confidently raise repairs, paying rent and Council Tax through My Account, increasing use of Direct Debit payments for all regular transactions.
6. To represent the landlord for the portfolio with an empathetic but commercial mindset, focusing on robust achievement of KPI targets for rental income- letting properties and garages, tenancy audits and property inspections, and reclaiming homes - understanding who the residents are and what support they need from the landlord, ensuring they are supported to live healthy, prosperous lives in good quality housing and homes do not fall into arrears, void, or are claimed by illegal tenants.
7. To develop and maintain a sound understanding of the support needs of vulnerable individuals/families and pathways of support; linking them to appropriate services relating to issues such as physical and mental health, substance misuse, offending, learning disabilities, independent living skills, education, training and employment needs.
8. Create in your portfolio a sustainment and resilience approach where understanding of the reasons behind arrears or risk of arrears, and knowing your tenants is paramount- distinguishing between 'can't' and 'won't' pay, putting effective and consistent interventions in place and offering quick solutions while helping tenants to help themselves.
9. Where necessary ensure that the correct notice is served and make strong decisions (with guidance) on when to prepare and present possession cases for the County Court, always monitoring and managing the turnaround of cases referred to Legal Services and attending court cases and evictions as the lead decision maker.
10. Support individuals to apply for all benefits available to them and jointly attend appointments when necessary, promoting a 'rent first' attitude.
11. Refer suspected cases of fraud or misrepresentation to the Council's Audit and Investigation Unit.
12. Be responsible for tenants at tenancy termination making sure the tenancy is enforced and properties are returned in good, clear condition.
13. Ensure voids are prioritised with fast turnaround times; arranging viewings promptly so that suitable properties are offered to homeless clients as soon as possible, with minimal rent loss.
14. Ensure that vulnerability assessments and other checks are carried out at yearly audits to assess tenancy suitability and sustainability, identifying tenants who may need support to maintain their tenancy or evacuate their homes in an emergency.
15. Create a holistic relationship to be proud of from Day 1 with tenants- enabling their independence and success in tenancy management and making them aware of their responsibilities and rights.
16. Ensure the property is suitable and compliant with all certificates- on Day 1 set up Direct Debits for rent and Council Tax, apply for all relevant benefits including Universal Credit and Council Tax reduction with the tenant, and setting them up on My Account.
17. Go through the induction pack for new customers and provide all tenants with a clear and consistent level of information relating to their obligations when ending a tenancy, and the

ability of HMS to recharge and pursue legal action where there are rent arrears, outstanding bills, or homes left in poor condition.

18. Carry out health and safety inspections of all communal areas of your blocks once a month, taking ownership, keeping detailed records and reporting anything people or property related (repairs, cleaning, grounds maintenance, trees, ASB etc.) while on site and taking any necessary remedial action, paying particular attention to fire safety and making sure are statutorily compliant.
19. Lead on monthly Estate WalkABOUTS with tenants, Councillors and other stakeholders; developing action plans and holding Property Services and other partners to account, making sure works are done to a high standard and in a timely manner.
20. Proactively identify any areas that are subject to ASB such as fly tipping, graffiti and abandoned vehicles and case working and managing high profile ASB cases. This will include arranging meetings with other professionals, taking a trauma informed approach and making sure response is focused with realistic, fast and efficient actions supported by an effective action plan.
21. Manage communication from Members offering proactive resolution of all issues and responses are given within target.
22. Be the primary contact for local stakeholders e.g.: residents associations, Councillors, the police etc. for individual casework.
23. Hold contractors to account, acting as a spokesperson and advocate for tenants in relation to repairs, ensuring they receive quality services, escalating matters in a timely manner if necessary.
24. Ensure services are resident focused and responsive. This may include the need to attend evening meetings.
25. Respond to any and all Domestic Abuse cases in line with Domestic Abuse Housing Alliance guidelines.
26. Be a role model and ambassador for the Council, acting with openness, professionalism and integrity at all times.
27. Lead on engagement with tenants, coordinating action and activities, encouraging Residents' Associations, and taking ownership of all notice boards. Ensure that communications are meaningful and up to date, for everything tenancy and estate related.
28. Safeguarding is everyone's responsibility, and all employees are required to act in such a way that at all times safeguards the health and well-being of children and vulnerable adults.
29. Carry out duties with due regard to the Council's Customer Care, Equal Opportunities, Information Governance, Data Protection and Health and Safety policies and procedures.
30. Undertake any other duties commensurate with the general level of responsibility of this post.

PO2 - All of the above responsibilities plus:-

31. The postholder will carry out their role with a high degree of independence and autonomy.
32. Manage end to end complex ASB cases in partnership with the Community Protection Service.
33. Attend community MARAC and DA MARAC meetings on behalf of the service.
34. Manage end to end domestic abuse cases in partnership with the Domestic Abuse Housing Team and in accordance with Domestic Abuse Housing Alliance guidance.
35. Manage and chair case conferences and professional meetings, setting tasks and action plans and monitoring outcomes, holding others to account.
36. Provide mentoring and coaching to PO1 of staff.

DBS Status	Nil
Politically Restricted	No

Person Specification

<p>Specify the qualifications essential to the role, experience, skills and abilities required on the basis of the Job Description.</p>	<p>To be identified by: Application Form(A) Test/assessment (T) Interview (I) (Please indicate all that apply)</p>
<p>Qualifications and Professional Membership requirements:</p> <p>Must have or obtain through a Level 3 CIH qualification or above</p>	<p>A</p>

<p>Knowledge (please specify all essential criteria):</p> <ol style="list-style-type: none"> 1. Knowledge and understanding of local authority statutory and support services related to the housing sector and emerging trends. 2. Awareness of Protection from Eviction Act 1977 and Housing Act 1988 as it relates to the issue, management, and termination of Assured and Assured Shorthold Tenancies. 3. Knowledge of welfare benefits and related issues, including Universal Credit. 4. Knowledge of equality and diversity issues affecting social housing tenants such as stigma. 5. Good knowledge and understanding of standard IT software packages including Microsoft Office and Teams. 6. Comprehensive understanding of the regulatory requirements for social housing landlords and how to embed these into day-to-day practice as a housing professional. <p>Additional Knowledge Requirements at PO2 Level:</p> <ol style="list-style-type: none"> 7. Detailed working knowledge of ASB policy and procedure. 8. Detailed working knowledge of Domestic Abuse policy and procedure. 9. Detailed working knowledge of the Social Housing Regulations Bill. 	<p>A, I</p> <p>A, I</p> <p>A</p> <p>A, I</p> <p>A, I</p> <p>A, I</p> <p>I</p> <p>I</p> <p>I</p>
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<p>Experience (please specify all essential criteria):</p> <ol style="list-style-type: none"> 1. Experience and commitment to working on own initiative, setting and managing challenging goals, taking total ownership with pride, wanting to make a difference. 2. Experience of delivering high quality customer services in partnership with the customer, putting them at the heart of your decisions. 3. Experience and commitment to working on your own initiative, setting and managing challenging goals, understanding your contribution, impact and how to make a difference by taking total ownership of a role with pride. 	<p>A</p> <p>A</p> <p>A/I</p>
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<p>Additional Experience Requirements at PO2 Level:</p> <ol style="list-style-type: none"> 4. Experience of being responsible for positive change and making things happen. 5. Demonstrable experience of successfully managing ASB and DA cases to conclusion and in line with policy. 6. Demonstrable experience of consistently reducing rent arrears across a housing patch with sustained repayment plans in place. 7. Demonstrable experience of end-to-end tenancy management of a patch, with limited supervision and direction, working autonomously and consistently delivering actions in line with policy and procedure. 8. Experience of working with minimal supervision. 	<p>I I I I I</p>
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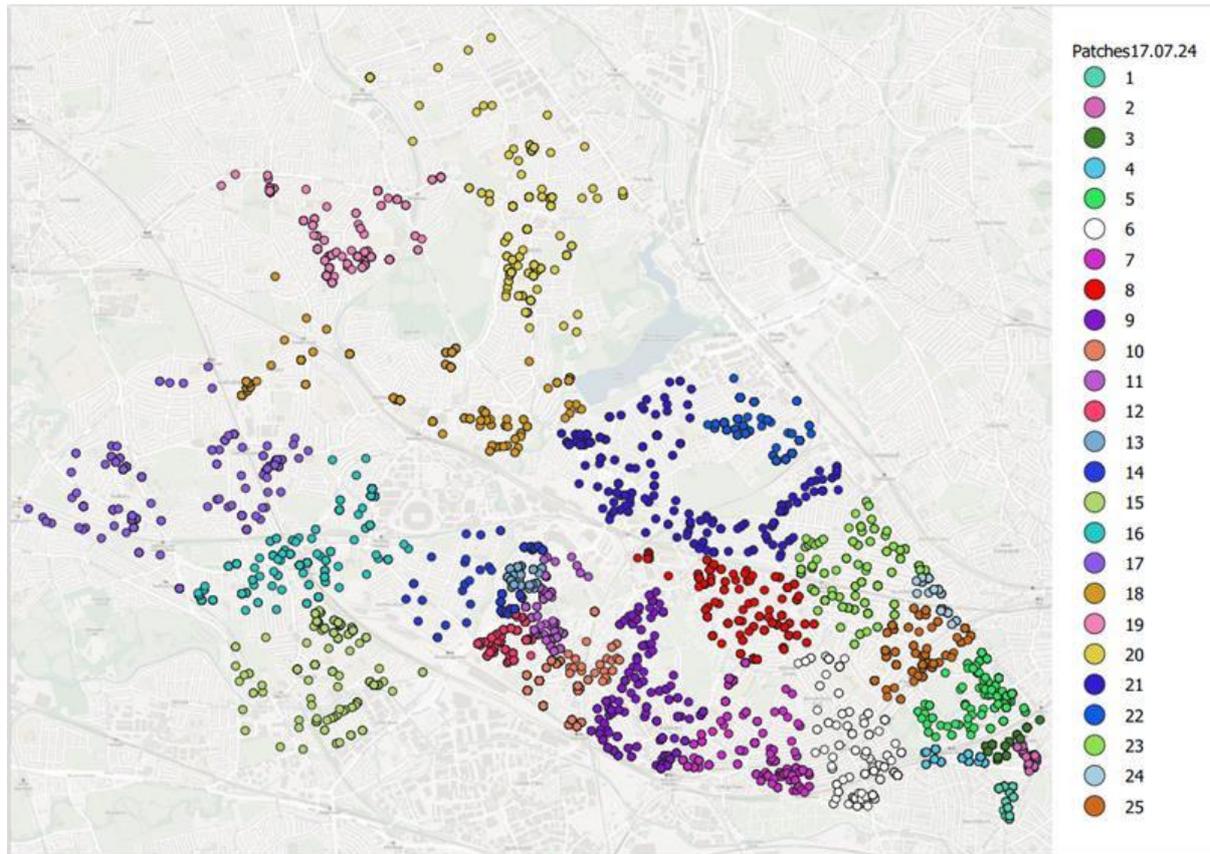
<p>Skills and abilities (please specify all essential criteria):</p> <ol style="list-style-type: none"> 1. Ability to remain confident and assertive and manage expectations honestly whilst recognising individual needs and showing empathy to the tenant, demonstrating determination to succeed in the face of pressure and difficulties. 2. Excellent interpersonal skills, with the ability to convey complex written and oral information clearly and effectively. 3. Ability to effectively interpret a range of different legislation and procedures and clearly explain the information to tenants. 4. Good organisational skills with the ability to work systematically with a calm approach, working on own initiative consistently meeting deadlines. 5. Ability and commitment to maintain detailed, evidence-based records in real time. 6. Ability to create an effective balance between tenancy sustainment and enforcement, with an aim to help tenants remain in their homes, but not at the cost of others' safety. 7. Ability to work flexibly, which may include working out of hours, attending home visits and evening meetings, as necessary. 8. Good IT skills with the ability to use standard IT software including Microsoft Office and Teams and to use other software relevant to the job role. <p>Additional Skills and Abilities Requirement at PO2 Level:</p> <ol style="list-style-type: none"> 9. Ability to attend Court hearings and present cases. 10. Ability to undertake assessments of tenants with regard to their entitlements, particularly housing related benefits and Welfare Reform and carrying out robust affordability and suitability assessments in line with homelessness legislation, as necessary. 11. Ability to deal effectively with challenging behaviour, including the ability to deal sympathetically with distressed, agitated, confused or irate individuals, without becoming personally involved in clients' problems. 12. Proven ability to handle Member Enquiries effectively and sensitively, providing quality responses. 	<p>A, I A, I A, I A, I A, I A, I A, I A, I I I I I</p>
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<p>13. Good judgement, analytical and comprehension skills.</p> <p>14. Proven ability to manage WalkABOUTs and action plans, managing relationships with contractors and other services to achieve outcomes in target.</p> <p>15. Proven ability to meet set KPIs.</p> <p>16. Ongoing CIH professional development.</p>	<p> </p> <p> </p> <p> </p> <p> </p>
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<p>List desirable criteria:</p>	
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Area Tenancy Manager Patches



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Address details

DATE

RE: Introducing your new Area Tenancy Manager

Dear

My name is XXXX and I am happy to introduce myself as your new Area Tenancy Manager. As your Area Tenancy Manager, my job is to:

- Help new tenants to start their tenancy and get settled in;
- Support you if you are having trouble paying your rent;
- Help to manage any anti-social behaviour;
- Support you to move home if you need to or take over a tenancy; and
- Work with other Council teams to fix repairs and sort out problems on your estate.

How you can contact me

I will be in your local area every week and once a month I'll be based from a public building for the day, where you can drop in and talk to me about any problems you're having with your tenancy, home or the shared spaces around your home. Further details of the timings and venue of this will be shared soon.

I will be in contact in the near future with further details.

- Call me: 0208 937 2561
- Email me: Georgia.gallagher@brent.gov.uk

How you can report issues in your home or in shared spaces

Report a repair	<ul style="list-style-type: none"> • Online via MyAccount • By telephone on 020 8937 2400 • Emailing housingmanagement@brent.gov.uk
Report anti-social behaviour	<ul style="list-style-type: none"> • Online via MyAccount • Directly to your Area Tenancy Manager
Report fly-tipping	<ul style="list-style-type: none"> • Online via Brent Website https://www.brent.gov.uk/parking-roads-and-

	travel/roads-and-streets/street-cleaning/flytipping#report
Report a missed bin collection	<ul style="list-style-type: none"> Online via Brent Website https://www.brent.gov.uk/bins-rubbish-and-recycling/how-collections-work#whattodo

Stay updated with a new WhatsApp channel for your local area

I've set up a WhatsApp channel to keep you updated on important news, events and notices in your area and on your estate. If you have WhatsApp on your phone, here's how to join:

- 1) Use your phone's camera to scan the QR code at the bottom of this letter. A small yellow link will pop up – tap on it.
- 2) When you see the channel chat screen, press '**Follow**' at the top right. Then tap the bell icon to turn on notifications (the line through the bell should disappear).

Please come and say hello if you see me out and about in your area, I'm looking forward to meeting you and helping in any way I can.

Yours Sincerely,

Area Tenancy Manager

Join the WhatsApp channel for your local area:

Appendix 5 – Housing Skills Academy Training

Mandatory Training	Currently Mandatory for...
Case Notes & Record Keeping	All Staff
Challenging Stigma and Social Housing	Housing Management Services
Customer Care	All Staff
Domestic Abuse	All Staff
Emergency Centre Officer	Housing Management Services
Health and Safety: The Five Fundamentals	All Staff
Lone Worker Awareness	Staff using Lone Worker Devices
Personal Safety	Staff using Lone Worker Devices
Plain English	All Staff
Resident Engagement	Housing Management Services
Risk Assessment for Managers	All Service Managers
Safeguarding Adults and Children at Risk	All Staff
Supporting Vulnerable Customers	All Staff

Optional training list is populated by requests that have come in from specific service areas, so training is not 'optional' for all but rather mandatory for one team only. This is not clear from the below information and reporting, an example of how we will be improving the training programme going forward.

Optional Training
An Introduction to HHSRS and Housing Standards
Communal area and Block inspections: What you need to know
Duty to Manage Asbestos
Emotional labour and resilience
Financial Exclusion for Housing
How to effectively tackle anti-social behaviour

Income Management Masterclass 2025: Prevention and recovery of rent arrears
Social Housing Sector: Everything you need
Tenancy management: The essential guide for housing officers
The Golden Thread
Vulnerability in debt collection and enforcement
Welfare benefits overview
Working effectively with Hoarders

Operational training example: General Needs

Each team will also deliver Officer training on operational processes and systems, especially where there has been an influx in recruitment. A great example of this is in General Needs with the new Area Tenancy Managers. Regular training sessions are booked in, delivered by the Service Manager, and recorded to create a knowledge base for this service area. Topics covered include:

- Case notes
- Anti-Social Behaviour cases
- Tenancy fraud
- Income collection
- Lettings
- Terminations

Housing Performance Managers monitor attendance and pick up questions with the direct reports.

Document Title	Document Type	Description	Regulatory Standard	Owner	Status	Last reviewed	Next review due	Resident co-design	QA & Standards review	DMT	Resident consultation	CMT	Lead Member sign off	PCG	Cabinet	link to EQIA	Y/N uploaded	external link	Comment
Aids and Adaptations Policy	Policy	An overview of the adaptation services available, how tenants can access them, what we do to support them etc.	Safety & Quality	Toxa Handa (H&I - Private Housing)	To be drafted														
Anti and Abuse Process	Process Map				To be drafted														
Allocations Scheme	Policy Statement	Our approach to allocating Brent Council homes to new tenants	Tenancy	Laurence Cooper (H&I - Housing Needs)	Published and accurate	Mar-22													Link for council housing 1 Brent Council
ASB and Hate Incidents Policy	Policy	Sets out our approach to tackling ASB and hate incidents in the neighbourhoods where we manage homes	Neighbourhood & Community	Kate Daine (H&I - Housing and Neighbourhoods)	In draft, not published			Interviews completed (early 2023)	Underway										
ASB and Hate Incidents Procedure	Procedure		Neighbourhood & Community		In draft, not published														
Asset Management Strategy	Strategy		Safety & Quality	Gary Mitchell (H&I - Property Services)	Due review	2020									December 2022 issue details - Asset Management Strategy, Policy and Budget		Yes	DMT Asset Management Strategy (H&I-Property)	Published on website as draft and appendix 1
Assignment and Succession Policy	Policy		Tenancy	Kate Daine (H&I - Housing and Neighbourhoods)	In draft, not published														
Building Safety Policy	Policy	Sets out our approach to ensuring fire safety, water safety (legionella), asbestos management, gas safety, electrical safety and lift safety is appropriately managed within Council homes	Safety & Quality	Gary Mitchell (H&I - Property Services)	Live but under review														Calculators are currently working on dividing this into individual policy documents for each area
BTM Measurement Policy	Policy			Sarah & Christine															
Charter of Tenants Policy	Policy			Sarah & Christine	In draft, not published														
Complaints (Housing Management) Procedure	Procedure	A supporting document to the corporate complaints policy which sets out housing services specific approach to managing complaints in line with the Housing Ombudsman Complaint Handling Code	Transparency, Influence & Accountability	Spencer Randolph (Director of Housing Services)	To be drafted														If the Corporate Policy can be amended to suit all of Housing mgmt's needs then not needed
Corporate Complaints Policy	Policy	Sets out the corporate approach to complaints management	Transparency, Influence & Accountability	Adrian Neer (Deputy Director of Democratic and Corporate Governance)	Published and accurate	Feb-25											Yes	How to make a complaint 1 Brent Council	
Home and Mould Policy	Policy			Sarah & Christine	To be drafted														
Home Management Policy	Policy				To be drafted														
Death of Tenants																			
Decent Policy	Policy	Sets out our approach to managing Decents, what tenants can expect and the support we offer	Safety & Quality	Gary Mitchell (H&I - Property Services)	In draft, not published														
Domestic Abuse Policy	Policy	Sets out how we recognise and effectively respond to cases of domestic abuse	Neighbourhood & Community	Kate Daine (H&I - Housing and Neighbourhoods)	In draft, not published														
Easy to ignore/hard to reach Strategy			Transparency, Influence & Accountability		To be drafted														
Empty Homes / Void Policy	Policy	How we manage empty council homes to bring them back in to use, what our targets standard is etc.	Safety & Quality	Gary Mitchell (H&I - Property Services)	To be drafted														
Ensuring Equal Access for non English speaking tenants Procedure	Procedure	Guidance on how to arrange translation services for residents of whom English is not their first language	Transparency, Influence & Accountability	Jodi Cooper (H&I - QA, Engagement and Insight)	Published and accurate														N/A
Finance Services Policy	Policy		Neighbourhood & Community		To be drafted														
Health, Safety and Wellbeing Policy	Policy			Sarah & Christine	To be drafted														
Home Assessment Policy	Policy		Transparency, Influence & Accountability		To be drafted														
Housing Engagement Incentives and Targets Policy	Policy	Sets out how we meet requirements under the Competence and Conduct regulatory standard	Competency & Conduct	Spencer Randolph (Director of Housing Services)	To be drafted														
Knowledge, Skills and Competence Policy	Policy				To be drafted														
Leasehold Policy	Policy	An overview of our leasehold offer and our approach to managing leasehold services		Kate Daine (H&I - Housing and Neighbourhoods)	To be drafted														
Management Void Policy	Policy			Kate Daine (H&I - Housing and Neighbourhoods)	In draft, not published														"With ID to sign off, with changes if needed" - from previous policy register version
Mobility Scooter Policy	Policy	Sets out how we manage requests for mobility scooters, expectations around use and storage in council properties etc.		Kate Daine (H&I - Housing and Neighbourhoods)	To be drafted														
Mutual Exchange Policy	Policy	Our approach to support our tenants to access mutual exchanges	Tenancy	Kate Daine (H&I - Housing and Neighbourhoods)	To be drafted														
Parking and Shared Driveway Policy	Policy				To be drafted														
Playground Safety	Policy				To be drafted														
Rechargeable Repairs Policy	Policy	Sets out how we manage recharges to tenants and former tenants	Safety & Quality	Gary Mitchell (H&I - Property Services)	Due review														"Waiting for go live after finishing snagging actions" - from previous policy register version ID has notified of a required amendment to cover petty and transfer sites
Rent Collection and Arrears Policy	Policy	How we collect rent and communicate with tenants about their rent payments. How we manage rent arrears (current and former) and work with tenants when they're struggling to pay	Tenancy	Kate Daine (H&I - Housing and Neighbourhoods)	In draft, not published														
Rent Setting and Service Charges Policy	Policy	Compliance with the Rent Standard. How we set rents and service charges, how they vary to maintain affordability, viability and cover the costs of the services provided	Rent	Kate Daine (H&I - Housing and Neighbourhoods)	To be drafted														
Repairs and Maintenance Policy	Policy	Sets out our approach to delivering repairs and maintenance to council homes	Safety & Quality	Gary Mitchell (H&I - Property Services)	Due review														
Resident CCTV and Doorbell Camera Policy	Policy				To be drafted														
Resident Engagement Strategy	Strategy	Sets out how and when we engage with tenants and leaseholders, share performance information etc.	Transparency, Influence & Accountability	Ashley Adgey (Strategic Housing Partnerships and Engagement Manager)	Published and accurate														
Stop Put guidance	Policy		Safety & Quality	Gary Mitchell (H&I - Property Services)															
Stock Assessment Policy	Policy			Sarah & Christine	To be drafted														
Sustainability and Fuel Poverty Policy	Policy				To be drafted														
Tenancy Management Policy	Policy	Sets out the types of tenancy granted to Council tenants, how and when these might change and how we meet the expectations set in the Council's Strategic Tenancy Strategy. Also covers successions, mutual exchanges and management transfers.	Tenancy	Kate Daine (H&I - Housing and Neighbourhoods)	Live but under review	Jun-20	Jun-24											Yes	Summarised version available on Tenancy register web pages.
Void Lettable Standard			Safety & Quality	Gary Mitchell (H&I - Property Services)	Published and accurate														
Vulnerability / Reasonable Adjustment and Safeguarding Policy	Policy	Recommended by the HD. How we identify households with vulnerable residents and use that information to appropriately tailor services to individual needs	Transparency, Influence & Accountability	Kate Daine (H&I - Housing and Neighbourhoods)	To be drafted														
Water Safety Leaflet	Guidance		Safety & Quality	Gary Mitchell (H&I - Property Services)	Published and accurate														
Waste Off Policy	Policy			Corporate Finance	Published and accurate	Jul-22												Yes	N/A

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 <p>Brent</p>	<p>Community and Wellbeing Scrutiny Committee 4 March 2026</p>
	<p>Report from the Corporate Director of Resident and Housing Services</p>
	<p>Lead Cabinet Member for Housing - Councillor Donnelly-Jackson</p>
<p>Update on Temporary Accommodation, Preventing Homelessness, And Supported Exempt Accommodation</p>	
Wards Affected:	All
Key or Non-Key Decision:	Non-key decision
Open or Part/Fully Exempt: <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	Part Exempt - Appendix 1 is not for publication as it contains the following category of exempt information as specified in Paragraph 3, Schedule 12A of the Local Government Act 1972, namely: "Information relating to the financial or business affairs of any particular person (including the authority holding that information)."
List of Appendices:	Appendix 1 - Exempt
Background Papers:	None
Contact Officer(s): <small>(Name, Title, Contact Details)</small>	<p>Laurence Coaker Director of Housing Needs and Support Laurence.coaker@brent.gov.uk</p> <p>Zorba Emelonye Head of Homelessness Services Zorba.emelonye@brent.gov.uk</p> <p>Komal Samra Head of Accommodation Services komal.samra@brent.gov.uk</p> <p>Jamie Slagel Change and Improvement Project Manager Jamie.Slagel@brent.gov.uk</p>

1. Executive Summary

- 1.1. To provide an update on temporary accommodation, supported exempt accommodation, and homelessness prevention, including the financial position and partnership working.

2. Recommendation(s)

2.1. To consider and discuss the updates provided below.

3. Contribution to Borough Plan Priorities & Strategic Context

3.1. Preventing homelessness, provision and quality of temporary accommodation, and supported exempt accommodation all contribute to a number of Borough priorities, including prosperity and stability, health, and thriving communities. Being at risk of homeless or homeless can significantly affect residents' physical and mental health and can also make it harder to continue engaging with work, education and one's local community.

3.2. They also relate very closely to a number of council strategies and policies, including:

- Brent's Homelessness and Rough Sleeping Strategy
- Local Housing Strategy
- Youth Strategy
- Stronger Communities Strategy
- Equity, Diversity and Inclusion Strategy

4. Temporary Accommodation Offer and Financial Situation

4.1. Background

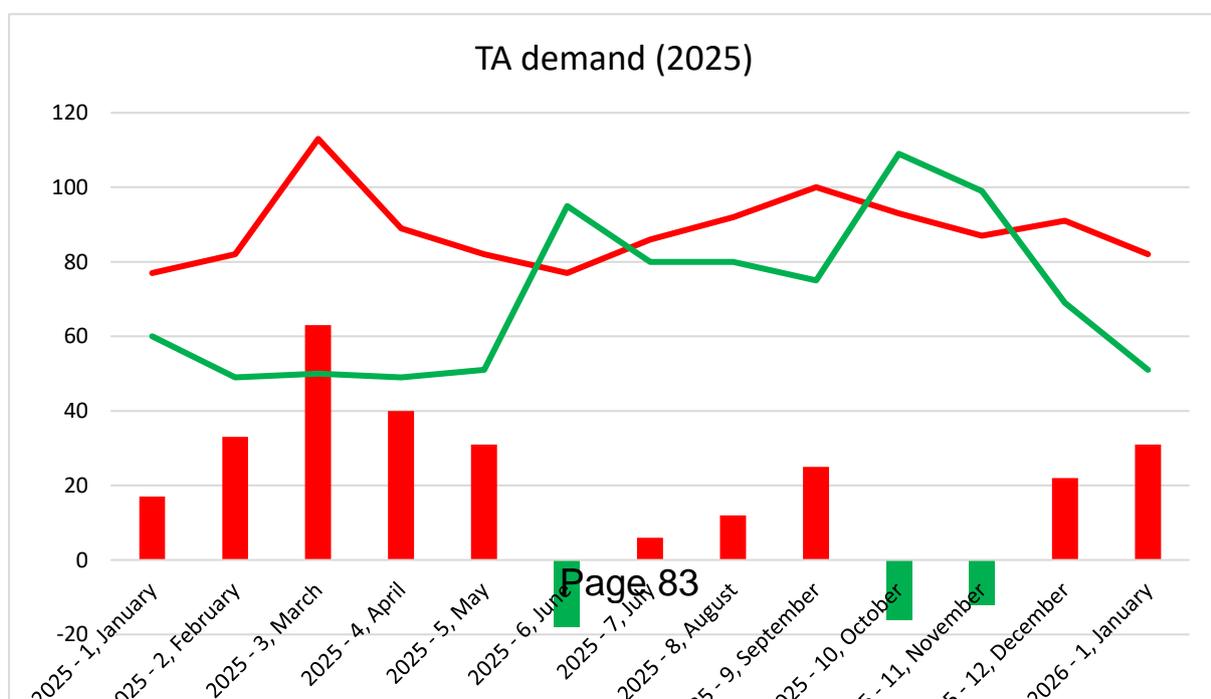
4.1.1. Local authorities across London continue to experience significant and sustained pressure on their temporary accommodation services. Demand has increased sharply over the past decade, while councils face escalating financial commitments associated with providing temporary accommodation. At the same time, households are spending longer periods in temporary accommodation due to a continued shortage of suitable move-on options, particularly larger family homes and accessible properties. This ongoing imbalance between rising demand, constrained supply, and increasing costs forms the backdrop against which local authorities are required to discharge their statutory duties and make accommodation offers.

4.1.2. Within this wider London context, Brent is managing some of the most acute challenges. High levels of demand, a large and long-standing housing waiting list, population growth, and rapidly rising temporary accommodation expenditure have combined to create a highly constrained operating environment. Securing affordable and suitable accommodation within the borough has become increasingly difficult, resulting in greater reliance on higher-cost nightly-paid placements and out-of-borough provision. The Council currently has 2,450 households in temporary accommodation, with 60% placed in costly nightly-paid units. Brent retains a statutory responsibility to resolve homelessness for these households. Although Accommodation Services has reduced expenditure by removing the most expensive placements and negotiating better rates, structural pressures are driving continued growth in

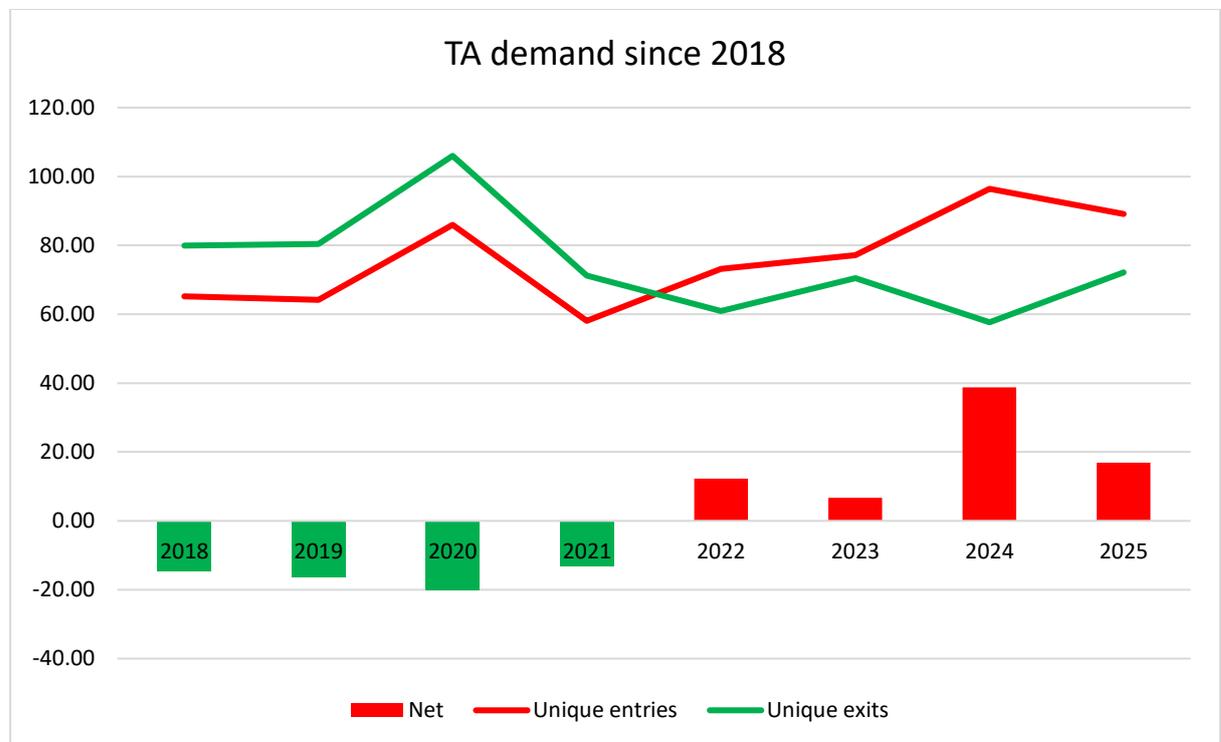
demand, including the end of Section 21 evictions (June 2025), frozen Local Housing Allowance rates, economic pressures into 2026, and the limited supply of social housing.

- 4.1.3. The current reliance on nightly-paid private providers presents ongoing challenges: financial volatility, limited options to discharge homelessness duties at affordable rent levels, increasing caseloads, and variable accommodation quality.
- 4.1.4. Without fundamental reform, the temporary accommodation budget is expected to overspend by £4.5m in 2025/26.
- 4.1.5. Institutional investors, particularly pension funds, are increasingly offering long-term, lower-cost leased accommodation to local authorities, seeking stable income and social impact rather than high returns. This provides an alternative to the unstable and poor-quality nightly-paid market.
- 4.1.6. These pressures underscore the need for continued scrutiny and strategic intervention to ensure the borough can meet its statutory responsibilities while managing significant financial and operational risks. The Housing Needs & Support service is proposing to adopt a strategic shift towards procuring temporary accommodation through long-term leasing arrangements of 10 years or more with private, institutional, and pension-fund-backed providers offering affordable rental terms.
- 4.1.7. This approach is projected to:
 - Generate annual savings of approximately £2.5 million when compared with current expenditure on nightly- paid temporary accommodation.
 - Secure an immediate supply of 367 units of good- quality temporary accommodation, strengthening the Council’s overall provision.
 - Enhance financial stability by reducing exposure to market volatility and providing greater cost predictability over the duration of the leases.
 - Improve accommodation quality and stability for households in temporary accommodation, particularly those with heightened vulnerability.

4.2. The current demand for accommodation



4.2.1. This graph above shows the number of entries into and exits from temporary accommodation per month. It excludes moves between different kinds of temporary accommodation. The red line tracks the number of entries into temporary accommodation – demand. The green line displays number of exits from temporary accommodation. The bars at the bottom track the net effect – red bars represent when more households entered than exited TA, and so the total number of households in TA increased. Green bars represent when more households exited than entered TA, and so the total number of households in TA decreased.



4.2.2. This graph above follows the same format as above, showing average entries into and exits from TA per month, between 2018 and 2025. This shows that between 2024 and 2025, staff were able to reduce demand and increase move ons, a ‘pincer’ effect that has substantially slowed the rise in number of households in temporary accommodation. Total numbers as below:

Year	Unique entries	Unique exits	Net
2018	782	959	-177
2019	770	965	-195
2020	1032	1272	-240
2021	697	855	-158

2022	878	731	147
2023	926	846	80
2024	1157	692	465
2025	1069	866	203

4.2.3. Key points:

- Temporary accommodation demand appears to have peaked in 2024, while exits have picked up due to an influx of new build social housing.
- While TA demand should hopefully further cool, number of exits will likely reduce by more due to reduced availability of social housing, meaning higher net increase in 2026.

4.2.4. Demand by number of bedrooms

Date	Number bedrooms								Grand Total
	1	2	3	4	5	6	6+	Unknown	
2024	153	595	209	77	15	44	2	62	1157
Jan	8	46	38	5	1	2			100
Feb	5	55	15	5	3	2	1	7	93
Mar	13	68	20	16	1	3		7	128
Apr	6	43	14	5	1	2		13	84
May	13	54	27	7		8		1	110
Jun	27	48	12	7	2	6		7	109
Jul	21	44	11	9	2	5		10	102
Aug	17	46	10	4	1	4		7	89
Sep	23	42	8	7	1	1	1	1	84
Oct	4	51	19	5	1	2		6	88
Nov	5	57	20	5	1	3		1	92
Dec	11	41	15	2	1	6		2	78
2025	87	628	97	62	23	27		145	1069
Jan	15	37	13	7		4		1	77
Feb	6	46	11	6	5	6		2	82
Mar	8	73	12	10	4	4		2	113
Apr	3	60	8	7	3	5		3	89
May	7	57	10	3	2			3	82
Jun	5	54	4	7	2	2		3	77
Jul	6	54	7	5	3	4		7	86
Aug	9	69	5	3	2	1		3	92
Sep	5	75	10	5		1		4	100
Oct	8	43	7	4				31	93
Nov	4	37	4	2	1			39	87
Dec	11	23	6	3	1			47	91
2026	8	19	5	5	1			44	82
Jan	8	19	5	5	1			44	82
Grand Total	248	1242	311	144	39	71	2	251	2308

4.3. Length of stay in TA

4.3.1. On average (mean), households currently in TA have been living there 648 days, or 1 year 9 months. The median length of stay is 280 days, or 9 months.

4.3.2. Length of stay of current TA placements, broken down by number of bedrooms:

Length of stay (households current in TA)

Number bedrooms	Number placements	Mean length of stay (days)	Median length of stay (days)
1	197	373.1	126
2	1188	525.3	136
3	512	883.2	192.5
4	226	862.0	50
5	67	1140.0	507
6	36	129.2	67
>6	4	2694.0	
Unknown	195	96.3	55
Grand Total	2425	648.4	280

4.3.3. Households that exited TA between 2018 and 2026 were in TA for an average of 606 days, or 20 months. However, the median length of stay was 96 days, or just over 3 months.

Length of stay (households that exited TA, 2018-2026)

Number bedrooms	Number placements	Mean length of stay (days)	Median length of stay (days)
0	143	281.6	83
1	900	429.5	103.5
2	3538	570.5	97
3	1499	870.4	94
4	707	687.0	68
5	124	987.0	91
6	84	163.4	134.5
>6	10	2184.7	163
Grand Total	7005	627.2	96

4.3.4. Just 87 households currently in TA have lived in TA over 5 years (4%), compared to 30% across all of London.¹

4.3.5. Lengths of stay are fairly consistent across different reasons for homelessness.

¹ Please see page 3 of the report at [Update on London's homelessness emergency | London Councils](#)

4.4. Details on supply of properties being made available, vacant and third-party supply

Month	Year	PRSO	Prevention	TOTAL
April	2025	8	10	18
May	2025	11	18	29
June	2025	15	30	45
July	2025	10	34	44
August	2025	6	23	29
September	2025	9	19	28
October	2025	5	15	20
November	2025	8	22	30
December	2025	8	12	20
All	2025	9	20	29

4.4.1. The above table outlines number of private sector properties secured to prevent homelessness for those at risk, or end the main homelessness duty for those in temporary accommodation, through a Private Rented Sector Offer (“PRSO”). “PRSO” refers to residents in temporary accommodation who are offered (and accept) a property in the private rented sector, to end the main homelessness duty. “Prevention” refers to scenarios where private rented sector properties that staff procure are used to support residents at risk of or experiencing homelessness, but who are not in temporary accommodation.

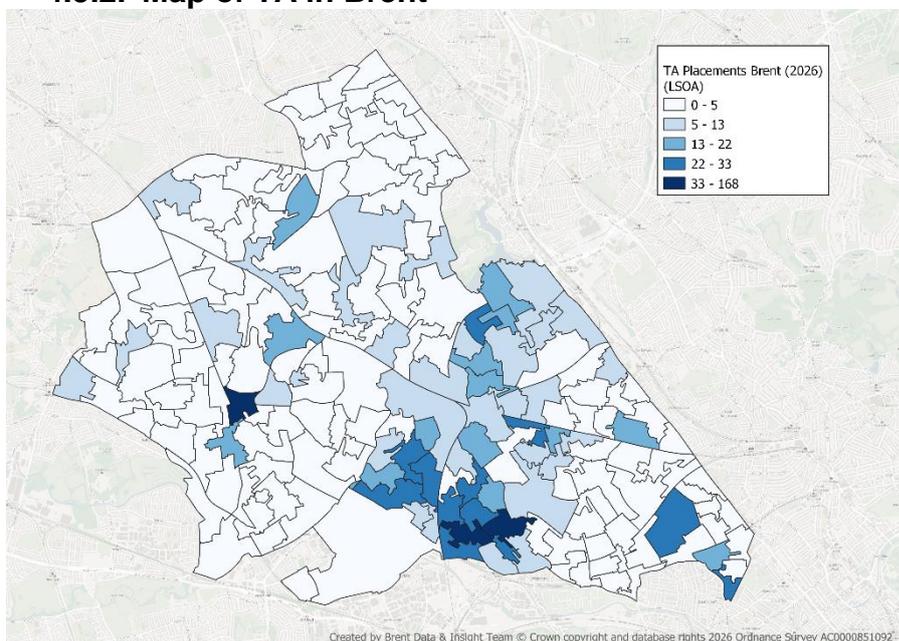
4.5. Information on users

4.5.1. Locations of current TA portfolio, by ward

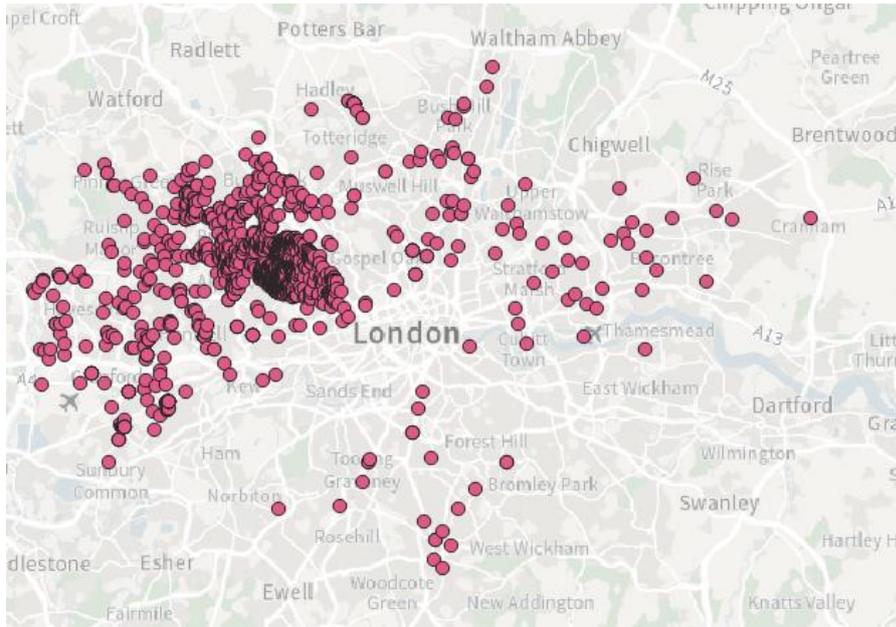
Ward	TA units
Alperton	24
Barnhill	27
Brondesbury Park	11
Cricklewood & Mapesbury	27
Dollis Hill	170
Harlesden & Kensal Green	379
Kenton	59
Kilburn	62
Kingsbury	6
Northwick Park	15
Preston	13
Queens Park	49

Queensbury	7
Roundwood	105
Stonebridge	160
Sudbury	29
Tokington	8
Welsh Harp	32
Wembley Central	30
Wembley Hill	170
Willesden Green	104
<i>Outside Brent</i>	883
<i>Not known</i>	55
Grand Total	2425

4.5.2. Map of TA in Brent



4.5.3. Map of TA in London

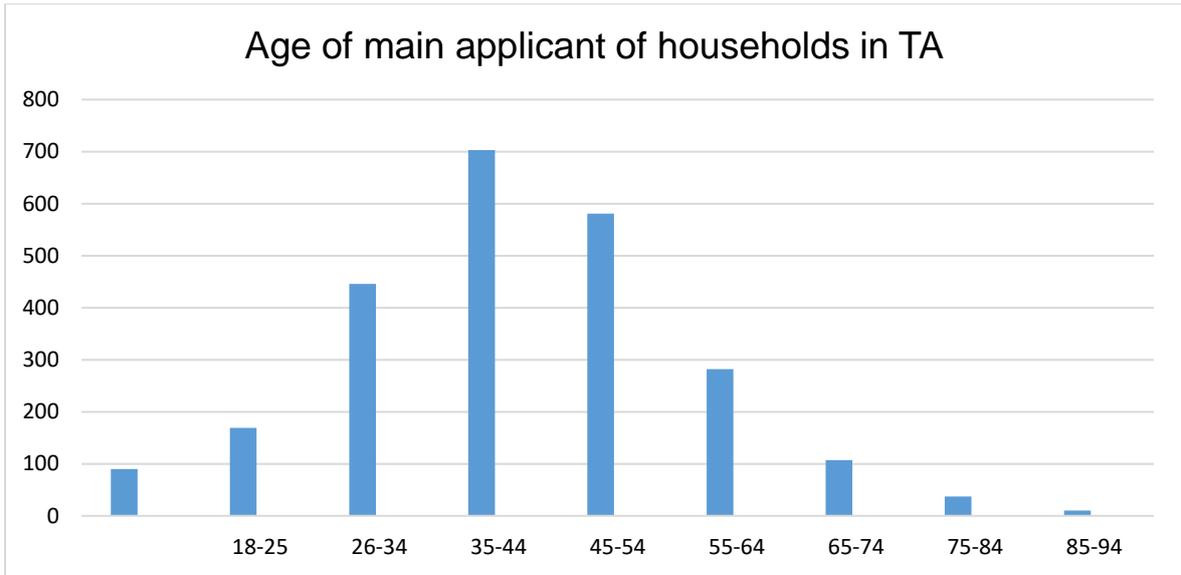


4.6. Demographic information of households in TA:

(N.B. The below tables and graph all apply to the lead homeless applicant of the households only unless otherwise stated.)

4.6.1. **Age:** The median age of the lead homeless applicant of households in TA is 41.5. The mean age of the lead homeless applicant of households in TA is 43.

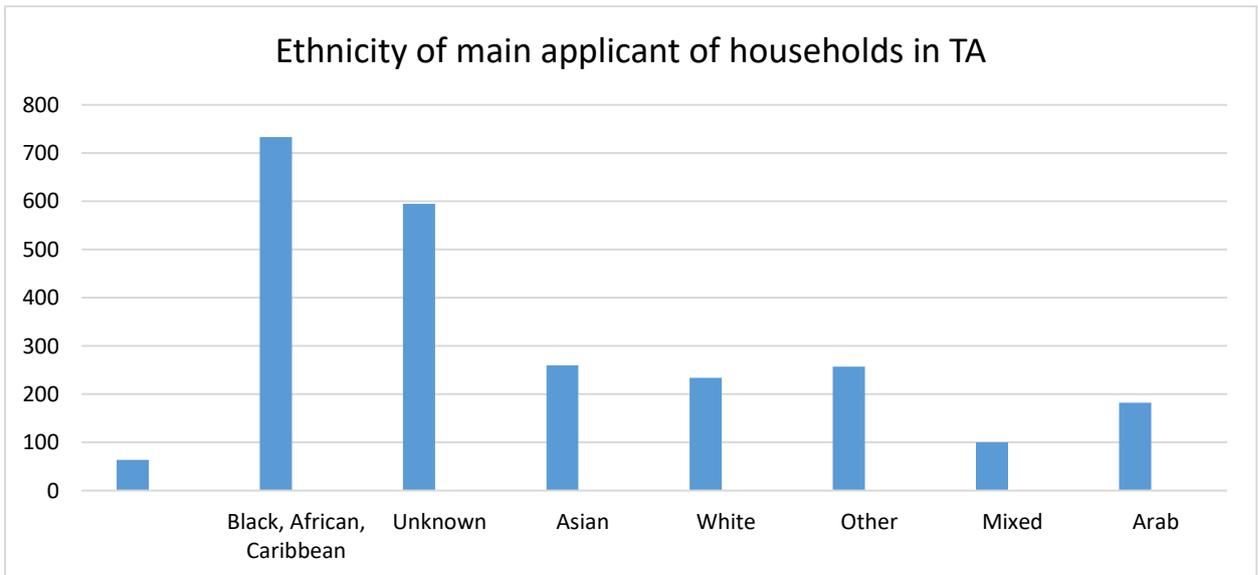
Age category	#	%
Unknown	90	3.71%
18-25	169	6.97%
26-34	446	18.39%
35-44	703	28.99%
45-54	581	23.96%
55-64	282	11.63%
65-74	107	4.41%
75-84	37	1.53%
85-94	10	0.41%
Grand Total	2425	100.00%



(Blank means the age is unknown. These residents are not under 18.)

4.6.2. Ethnicity

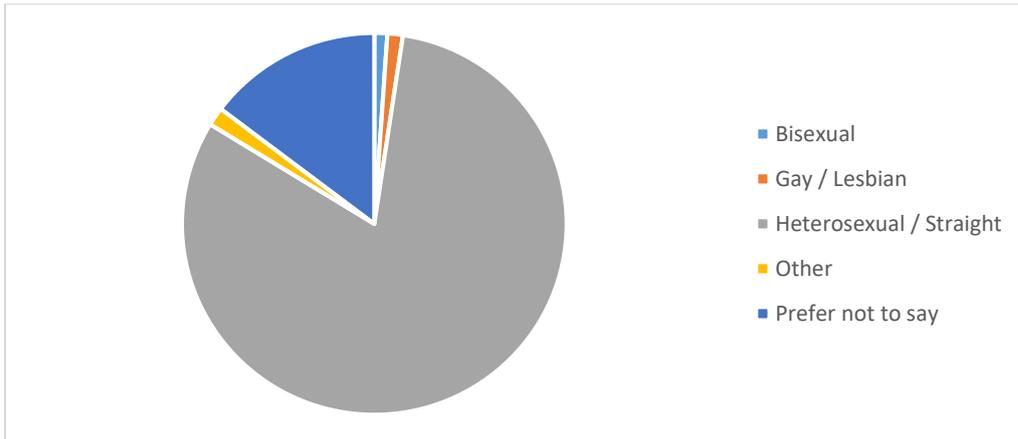
Ethnicity Group	#	%
Blank	64	2.64%
Black, African, Caribbean	733	30.23%
Unknown	595	24.54%
Asian	260	10.72%
White	234	9.65%
Other	257	10.60%
Mixed	100	4.12%
Arab	182	7.51%
Grand Total	2425	100.00%



(Blank means the ethnicity cannot be identified.)

4.6.3. Sexual orientation

Sexual orientation	#	%
Bisexual	21	1.09%
Gay / Lesbian	25	1.30%
Heterosexual / Straight	1565	81.34%
Other	30	1.56%
Prefer not to say	283	14.71%
Grand Total	1924	100.00%



4.6.4. Information about all residents in temporary accommodation

- There are about 8690 residents living in temporary accommodation that Brent Council is responsible for.
- There are about 3660 children living in temporary accommodation that Brent Council is responsible for (42% of all residents in TA). About 800 are aged 0-5 years old (22% of children and 9% of all residents in TA).

Age group	Number in TA (rounded)
0-17	3660
18-25	1410
26-35	1100
36-45	1090
46-55	830
56-65	390
66-75	140
76-85	60
86-95	20
96-105	0
All	8700

Gender	Number in TA
Female	4733
Male	3809

Not Known / Other	145
Prefer not to say	5
Grand Total	8693

4.6.5. Employment status of main applicant

Employment status of main applicant	#	%
At home/not seeking work (including looking after the home or family)	245	10.1%
Don't know / Refused	594	24.5%
Full-time student	40	1.7%
Not registered unemployed but seeking work	129	5.3%
Not working because of long term sickness or disability	258	10.6%
Other	377	15.6%
Registered employed but currently off work due to ill health / disability on reduced or SSP	44	1.8%
Registered employed but currently off work on maternity/paternity / adoption leave on reduced or statutory pay (i.e. SMP)	42	1.7%
Registered unemployed	271	11.2%
Retired (including retired early)	40	1.7%
Training Scheme / apprenticeship	9	0.4%
Working: 30 hours a week or more	76	3.1%
Working: irregular hours with variable or irregular pay	218	9.0%
Working: less than 30 hours a week	67	2.8%
(blank)	35	0.5%
Grand Total	2445	100%

4.6.6. Main reason for homeless for residents currently in TA

Data source: Locata, Northgate. Date: late January 2026.

Row Labels	%
End of PRS tenancy	36.59%
Family exclusions	18.13%
Domestic abuse	13.87%
Friend exclusions	6.06%
Other reasons (various)	5.63%
Relates to asylum seeking or resettlement scheme	5.19%
Suitability	4.48%
Disrepair	3.44%
Eviction from supported housing	2.95%
Departure from custody, hospital, LAC placement, or Armed Forces	2.46%
End of social housing	1.20%
Grand Total	100%

4.6.7. Main reason for homeless for residents recently entering TA

Reason for homelessness	Year of entry into TA								Grand Total
	2018	2019	2020	2021	2022	2023	2024	2025	
End of PRS tenancy	33.3%	41.9%	31.2%	25.1%	27.5%	31.3%	36.9%	34.8%	33.4%
Family exclusions	35.9%	28.1%	38.8%	26.7%	21.9%	19.8%	14.6%	18.9%	20.3%
Domestic abuse	12.8%	7.8%	10.0%	11.3%	17.8%	19.6%	16.6%	15.1%	15.7%
Friend exclusions	5.1%	5.4%	5.3%	9.7%	7.8%	8.7%	5.5%	6.1%	6.7%
Other reasons (various)	5.1%	3.0%	2.9%	4.0%	4.4%	2.7%	6.3%	5.5%	4.8%
Suitability	0.0%	3.0%	2.4%	6.5%	5.8%	6.0%	3.2%	4.7%	4.5%
Relates to asylum seeking or resettlement scheme	0.0%	0.6%	0.0%	1.6%	0.7%	4.2%	6.7%	5.0%	4.1%
Disrepair	0.0%	3.0%	4.7%	5.3%	6.6%	3.2%	3.2%	2.4%	3.5%
Eviction from supported housing	7.7%	2.4%	1.8%	4.0%	2.4%	1.6%	2.9%	3.9%	3.0%
Departure from custody, hospital, LAC placement, or Armed Forces	0.0%	2.4%	1.8%	4.0%	4.1%	2.1%	3.5%	2.3%	2.9%
End of social housing	0.0%	2.4%	1.2%	1.6%	1.0%	0.7%	0.5%	1.3%	1.0%
Grand Total	100%	100%	100%	100%	100%	100%	100%	100%	100%

Key points:

- End of PRS tenancy has remained a consistently substantial cause of households entering TA, around 1/3.
- Family exclusions have significantly reduced as the main reason for homelessness of households entering TA, down from 36% in 2018 to 19% in 2025.
- DA has increased on the whole, peaking at 20% in 2023 and remaining high.
- Asylum seekers have increased, from 0% in 2018 to 6.7% in 2024 and a slight reduction to 5% in 2025.

4.7. Details on Temporary Accommodation inspections and standards:

Ensuring that temporary accommodation is safe, decent, and well-managed is a statutory responsibility for all boroughs. In recognition of the need for consistent, high-quality inspections across London, most boroughs, including Brent, use Setting the Standard (StS), the pan-London temporary accommodation inspection and accreditation scheme. StS was established to deliver a centralised, uniform approach to inspecting bed and breakfast (B&B) and studio-type nightly-paid TA. It provides boroughs with a shared evidence base on property conditions and compliance with safety and management standards. The scheme is widely recognised as a sector best practice model and has been highlighted in the Government's National Plan to End Homelessness. Brent Council works closely with StS to ensure temporary accommodation meets minimum safety, amenity and management standards. Temporary Accommodation inspected under the Setting the Standard (StS) framework covers all nightly-paid placements, including bed and breakfast accommodation, bedsit/hostel-type units, and self-contained studios. These inspections ensure such properties meet pan-London safety and quality

requirements. The StS standards do not apply to long-stay or permanent housing, nor to commercial hotels used solely for emergency placements, as these fall outside the scope of nightly-paid TA provision.

4.8. The borough's current situation compared to other London boroughs and surrounding local areas

- 4.8.1. Brent currently accommodates 2450 households in temporary accommodation, reflecting significant and rising demand driven by population growth and pressures on the wider housing market. This places Brent among the higher-pressure London boroughs, although not at the extreme end of the scale.
- 4.8.2. Across London, boroughs such as Newham, Westminster, Lambeth, Southwark, Hackney, and Kensington & Chelsea report substantially higher rates of households in temporary accommodation per 1,000 households. In contrast, boroughs including Hounslow and Bexley report some of the lowest rates in the capital, highlighting Brent's position in the upper mid-range of London boroughs in terms of temporary accommodation burden.
- 4.8.3. Financially, Brent faces substantial pressure, spending approximately £100,000 per day on temporary accommodation. This aligns Brent with the majority of London boroughs experiencing unsustainable cost escalation linked to high reliance on expensive forms of provision. While Brent does not have the highest caseload, the scale of expenditure underscores its position as a borough facing acute challenges in managing temporary accommodation demand.

4.9. Financial Context and Pressures

Overview of Financial Position

- The Housing Needs and Support budget overspent by £15.3m in 2024/25 due to an extremely high level of demand for this service and a lack of affordable Private Rented Sector (PRS) offers. In 2025/26, with an additional £3.4m funding allocated through the main Homelessness Prevention Grant and £12.6m of growth built into the base budget (total: £13.5m), there is an increase of £15m in the service budget in comparison to the previous financial year to deal with continuous pressures and demand. However, the demand continues to grow and the associated costs are high. Assuming the current monthly net expenditure continues at the same rate until the end of the year, total net expenditure for the financial year after accounting for the Homelessness Prevention Grant could reach £18m, resulting in a £4.5m overspend. Whilst there are improvements, the costs continue to grow, the average net cost of a household in Stage 1 accommodation has increased further from £15k to £17k in comparison to Quarter 2 and the total number of people in temporary accommodation continues to increase.
- There are a number of interventions and projects focusing on increasing the supply and decreasing costs as set out in this report. However, it is important

to note that the overarching budgetary pressure from homelessness may not be significantly alleviated by these potential savings as they are not immediately cashable against the backdrop of ongoing pressures and ongoing demand for the service.

- To help accelerate progress and strengthen commercial negotiations, Greenlight Commercial & Consulting have been engaged to support this workstream with a number of lease proposals in review. Greenlight also work to decant the top 100 most expensive nightly paid placements to cheaper accommodation. To date, 55 moves have been completed, resulting in a cost reduction of approximately £1,929 per night. Greenlight have sourced 367 units that are due for completion in 2026/27, with occupancy expected to be staggered throughout the year. These are 10-years plus one day leases, enabling the full LHA rate to be recovered under the housing benefits subsidy rules.

5. Homelessness Services and Prevention

5.1. Overview of Homelessness Services and Prevention

- This section sets out the Council's homelessness services and prevention offer for both single people, couples without children and families - with particular regard to the significant increase in demand experienced over the last two years.
- The Council provides homelessness support to both single people, couples without children and families through an integrated Housing Needs and Support service. This includes prevention and relief activity, temporary accommodation provision, access to settled accommodation and tenancy sustainment support to reduce repeat homelessness.
- Services are delivered both from the Civic Centre and through satellite locations, including Turning Point and the New Horizon Centre, enabling accessible, partnership-based support for residents across the borough.
- Over the past two years, the service has experienced a sustained and significant increase in demand. This has been driven by rising private sector rents, reduced availability of affordable housing, the cost-of-living crisis, welfare pressures and an increase in households presenting with complex needs, including domestic abuse, mental health concerns and family breakdown.
- In response, the Council has strengthened early intervention and prevention activity, including establishing a presence within community settings such as Family Wellbeing Centres so households can access advice at an earlier stage, often before a homelessness crisis arises. This approach is being further enhanced through the implementation of predictive analytics to help identify households at risk sooner, enabling more targeted and effective preventative support.

- Alongside this, the service continues to ensure statutory duties are met lawfully and consistently within a highly constrained housing market. Service redesign has focused on preventing homelessness wherever possible, reducing reliance on temporary accommodation and improving move-on and tenancy sustainment outcomes.
- For single people, the service offer includes homelessness prevention and relief casework, access to supported accommodation where appropriate and pathways into private rented accommodation supported by incentives and landlord engagement.
- For families, the service offer includes prevention and relief work, access to temporary accommodation where statutory thresholds are met and support to secure longer-term accommodation either within the borough or, where this is not feasible due to affordability pressures and limited housing supply, in suitable accommodation outside the borough.

5.2. End-to-End Homelessness Assessment and Accommodation Process

- When a resident approaches the Council at risk of homelessness, an initial assessment is undertaken to establish eligibility, homelessness status, priority need and any immediate risks. This assessment is carried out by trained Housing Needs officers in accordance with Part VII of the Housing Act 1996.
- Where a household is threatened with homelessness, prevention duties are triggered. Officers work proactively with households and partners to prevent the loss of accommodation, including negotiating with landlords, mediating with family and friends, providing financial assistance or securing alternative accommodation before homelessness occurs.
- Where homelessness cannot be prevented, the relief duty applies. Officers seek to relieve homelessness by helping households secure suitable accommodation for a minimum of six months, supported by a personalised housing plan and ongoing casework. At this time, the duty to provide interim accommodation may be triggered.
- Where a household is assessed as eligible, homeless, in priority need, not intentionally homeless and having a local connection to Brent, the Council owes the main housing duty. Suitable accommodation is secured, which may include temporary accommodation initially, followed by an offer of settled accommodation intended to discharge the Council's main housing duty, typically through a tenancy with a minimum term of at least 12 months.
- All accommodation offers are subject to detailed suitability assessments, taking into account household size, medical and welfare needs, safeguarding considerations, location, affordability and availability. In the current housing context, the Council must balance individual circumstances against severe supply constraints, particularly for family-sized accommodation.

- Prior to securing accommodation, households are supported to prepare for a successful tenancy through tenancy readiness sessions. These sessions outline both tenant and landlord responsibilities and form part of the Council's preventative approach to promoting tenancy stability and reducing the risk of repeat homelessness.

5.3. Homelessness Demand and Outcomes – Data Overview

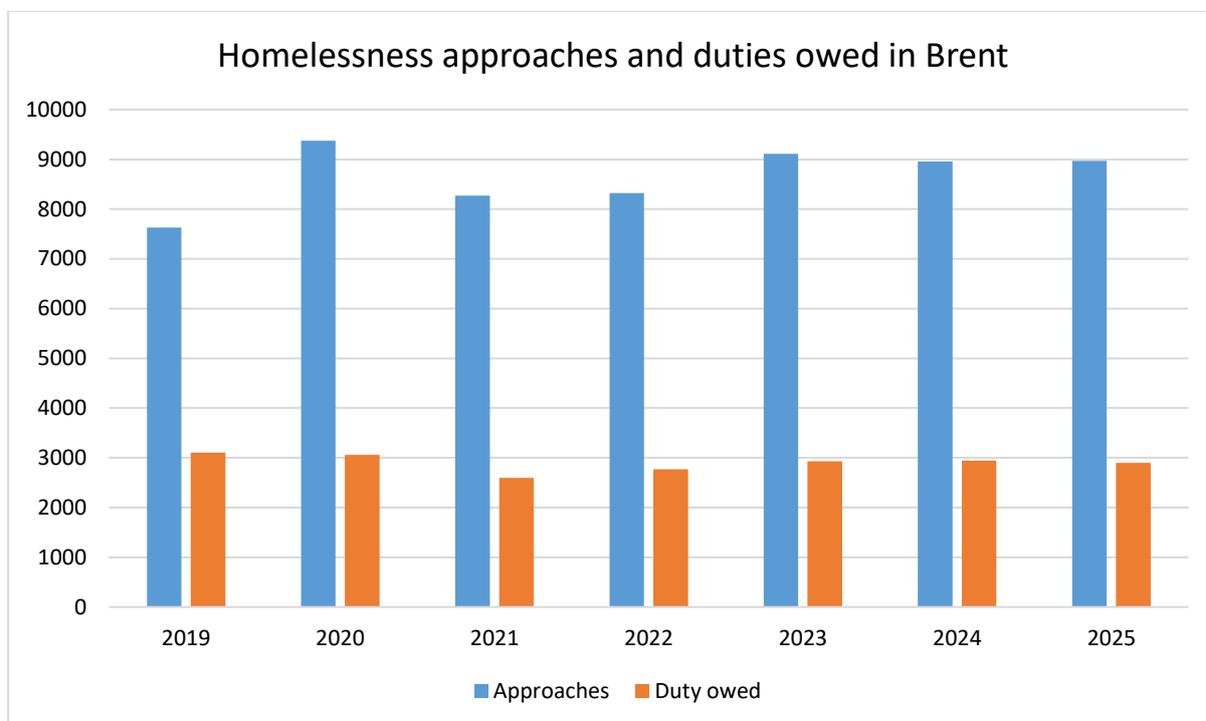
- In the past 12 months, the Council has received 8974 referrals from homeless households comprising both single people, couples without children and families.
- Data on 2025 approaches and duties owed

Month	Approaches	Duties owed upon initial assessment ²	<i>Initial duty: Prevention</i>	<i>Initial duty: Relief</i>	Main duty
January	781	249	60	189	107
February	757	279	83	196	71
March	737	360	85	269	75
April	830	228	47	181	68
May	770	217	40	174	103
June	768	262	57	205	55
July	810	275	69	206	86
August	687	189	40	148	68
September	764	197	31	165	82
October	738	272	59	213	87
November	706	180	44	136	87
December	626	189	59	130	74
TOTAL	8974	2897	674	2212	963

- This includes households approaching the Council for advice and assistance, those owed Prevention or Relief duties and those formally recognised as homeless under the statutory framework, and therefore owed the Main Housing Duty.
- Not every approach to the service results in a statutory homelessness duty being owed. A significant proportion of households are supported through early advice, triage and prevention activity at the point of contact.
- During this reporting period, approximately 2700 approaches were resolved without a formal duty being accepted, where officers were able to provide tailored housing advice and practical support.

² In some cases, this number will be slightly higher than the total number of initial prevention and relief duties owed. This is because some cases are initially assessed as a legacy case or a legacy case owed a main duty. This represents 0.4% of cases.

- This enabled families and individuals to sustain existing accommodation or pursue alternative housing options independently, reducing escalation into statutory homelessness processes. This reflects the service’s focus on early intervention and empowering residents to resolve housing issues wherever possible.



5.4. Homelessness Prevention and Sustainment Outcomes

- Alongside managing a sustained increase in homelessness demand, the Council’s Housing Needs and Support service prioritises early intervention, prevention and tenancy sustainment to reduce escalation into statutory homelessness wherever possible.
- Monitoring outcomes in these areas provides an important measure of service effectiveness, particularly in the context of a constrained housing market and increasing household vulnerability.
- A significant proportion of households approaching the service do so at a point where homelessness is threatened rather than immediate. Through targeted prevention activity - including landlord negotiation, mediation, financial assistance, housing advice and rapid access to alternative accommodation - officers work to stabilise housing situations before crisis occurs.
- During the reporting period, 30% of households had homelessness successfully prevented or relieved through this early intervention model.

- Prevention activity is not limited to resolving an immediate housing crisis. Officers continue to engage with households following intervention to support longer-term housing stability.
- This includes tenancy readiness work, income maximisation advice, partnership working with support agencies and early escalation where risks re-emerge.
- While the service does not formally track tenancy sustainment over fixed time periods, ongoing case engagement and reduced repeat presentations indicate that many households are able to maintain accommodation following intervention. This reflects a preventative model focused not only on resolving immediate risk, but on strengthening residents' ability to sustain housing over time.
- Longer-term housing stability is supported through continued partnership working and early intervention where vulnerabilities are identified.
- Officers work to address underlying factors such as financial hardship, support needs and landlord relationships, helping households stabilise their living arrangements and reducing the likelihood of escalation into repeat homelessness.
- Although formal sustainment metrics are not currently recorded, operational evidence suggests that early preventative engagement contributes to improved housing resilience for many residents.
- Despite strong prevention activity, some households inevitably progress through the statutory homelessness framework due to the severity of their circumstances or wider housing market pressures.
- During the reporting year, 963 households were formally recognised as homeless and owed the Main Housing Duty. While this reflects the continued demand pressures facing the borough, it also demonstrates the Council's compliance with statutory obligations and commitment to securing suitable accommodation for eligible households.
- Taken together, these outcomes highlight a service model that balances statutory responsibilities with a strong preventative focus. Early intervention, sustained engagement and partnership working play a central role in stabilising housing situations, even within a challenging operating environment characterised by rising rents, limited supply and increasing complexity of need.
- The Council continues to refine its prevention and sustainment approach through service redesign, partnership working and the development of predictive tools to identify risk earlier. The objective remains to reduce escalation into homelessness wherever possible, improve housing stability outcomes and ensure resources are directed where they are most needed.

5.5. Partnership Working with the Voluntary Sector and Council Services

- The Council works in partnership with a range of voluntary and community sector organisations to provide holistic support to households experiencing or at risk of homelessness. These partnerships are an important part of the borough's preventative approach, enabling residents to access practical assistance, advocacy and specialist support alongside statutory housing services.
- Voluntary sector partners provide a range of complementary services, including emergency food support, welfare advice, tenancy sustainment assistance, domestic abuse support, mental health signposting and community-based crisis intervention.
- Organisations such as local food banks, community hubs and specialist advice providers - including groups such as Sufra, Crisis and other borough-based charities - support residents facing financial hardship or housing instability, often acting as early touchpoints before a housing crisis escalates.
- Partnership working is managed through regular information sharing (within data protection frameworks), joint case discussions where appropriate, referral pathways and coordinated support planning. Officers maintain close working relationships with voluntary providers to ensure residents receive timely and joined-up assistance, particularly where households present with multiple or complex needs.
- In addition to voluntary sector collaboration, the teams within Housing Needs and Support work closely with other Council departments to deliver a coordinated response to homelessness. This includes partnership working with Children's Services, Adult Social Care, Public Health, Community Safety, Welfare Benefits and Family Wellbeing teams.
- Multi-agency engagement supports safeguarding, income stability, domestic abuse response, mental health interventions and family resilience, recognising that homelessness is often linked to wider social and economic pressures.
- This integrated approach ensures that housing interventions are supported by broader wraparound services, improving outcomes for families and reducing the likelihood of repeat homelessness. The Council continues to strengthen these partnerships to promote early intervention, coordinated case management and sustainable housing solutions.

5.6. Performance and Impact of the Single Homelessness Prevention Service (SHPS)

- SHPS continues to deliver integrated prevention and housing support following its relocation from full co-location at The Turning Point.

- Although the SHPS team is no longer permanently based within the same building, operational arrangements ensure close partnership working and accessibility remain in place.
- The SHPS base at Crisis Skylight is located within a five-minute walk of The Turning Point, enabling regular in-person collaboration between teams. A dedicated SHPS triage officer is based at The Turning Point three days per week, providing direct access to specialist advice and facilitating immediate referrals. For the remainder of the week, officers operate from Crisis Skylight while maintaining ongoing coordination with Housing Needs staff.
- This hybrid model supports consistent communication, joint case working and rapid escalation where required.
- Performance data demonstrates that the service continues to deliver strong outcomes under this operating model.
- Between August 2025 and January 2026, 347 referrals from the Single Homelessness service were accepted by SHPS, close to the performance target of 357. Variations in referral acceptance reflect case complexity, suitability criteria and prioritisation of households where targeted intervention is most effective.
- During the same period, 187 individuals were supported to secure accommodation, exceeding the target of 180.
- In addition, 163 tenancies were sustained, outperforming the target of 144.
- These outcomes indicate continued effectiveness in preventing repeat homelessness and stabilising housing situations for single residents.
- Operational performance is reviewed through monthly monitoring meetings focused on case outcomes, referral pathways and service pressures.
- Strategic oversight is maintained through bi-monthly partnership meetings to ensure delivery remains aligned with borough priorities and emerging challenges are addressed collaboratively.
- Overall, the current delivery model demonstrates that proximity, embedded triage support and structured governance arrangements continue to enable effective partnership working and positive resident outcomes, despite the change in physical co-location.

6. Supported Exempt Accommodation

6.1. Introduction

- 6.1.1. The National Audit Office notes that “Supported housing is accommodation that is provided alongside support, supervision or care to help people with

specific needs to live as independently as possible in the community. This includes, for example, older people, people with a learning disability, people with a physical disability, people at risk of or who have experienced homelessness, or people recovering from drug or alcohol dependence. Supported housing can be short term or long-term, depending on a person's needs."³

- 6.1.2. Supported exempt accommodation is so called because it is exempt from locally set caps on housing benefit. Legally, SEA is:

*Accommodation which is provided by a non-metropolitan county council in England, a Housing Association, a registered charity or voluntary organisation where that body or a person acting on its behalf also provides the claimant with care, support or supervision.*⁴

6.2. Key updates

- 6.2.1. Brent Council commissioned Bridges Outcomes Partnerships to review its provision of Housing Related Support Services. This review identified a number of opportunities for improvement, and Brent Council is going out to tender for a design partner to support the council to commission new outcomes based contracts for these services.
- 6.2.2. While subsidy loss in 24/25 was circa £4m, the most recent forecast for 2025/26 estimates subsidy loss at circa £2m.
- 6.2.3. The Council has approved a scheme to work in partnership with First Wave Housing, who will launch a new supported accommodation scheme. Its goal is to develop a model of supported housing that puts quality and value at the centre, while also being financially sound and sustainable. This scheme hopes to offer supported accommodation to over 300 residents by 2028, including at least 150 new units, while achieving around £2m cost reduction by 2028/29.
- 6.2.4. The Council has been preparing rigorously for the new supported housing licensing scheme, submitting its response to the Government consultation in Spring 2025. The introduction of this licensing scheme, which should allow the introduction of a dedicated inspections team, has been delayed by central Government.
- 6.2.5. Brent Council will be required by Government to develop a Local Supported Housing Strategy laying out our strategic direction and delivery plan. To underpin this, the Council must assess the current availability of all types of supported housing, and project the likely need and availability over the next 5 years.

³ [Investigation into supported housing - NAO report](#), p.4

⁴ [The Housing Benefit and Council Tax Benefit \(Consequential Provisions\) Regulations 2006](#), Schedule 3

6.3. Service mapping

- 6.3.1. There are currently 1123 units of supported housing in Brent, supporting residents with a variety of needs, especially those at risk of or with experience of homelessness, including rough sleeping, as well as domestic abuse, mental health and substance misuse. There are also some specialist units for care experienced young people and residents with physical disabilities and learning disabilities.
- 6.3.2. At present, 352 individuals are claiming housing benefit for supported exempt accommodation operated by providers that are not registered with the Regulator of Social Housing. 771 are with Registered Providers.
- 6.3.3. Supported housing provides a crucial intermediate step for residents between formal care and living independently, and between being homeless and living independently.
- 6.3.4. Supported housing is provided by a mixture of private providers, social housing providers and voluntary sector organisations. About half of units are commissioned and the other half are not.
- 6.3.5. Data on specific providers has been included in an exempt report at Appendix 1 to maintain commercial confidentiality. Overall, there are 30 Registered Social Landlords and 22 private landlords providing supported exempt accommodation in Brent at present. Overall, this represents a healthy level of diversity in the sector, building in resilience. The largest Registered Social Landlord operates 111 units, and the smallest operate just 1 or 2 units. The largest private landlord operates around 75 units, and the smallest just 1 or 2 again.

6.3.6. Housing Related Support Services

- 6.3.6.1. Brent commissions accommodation and support for adults experiencing homelessness and ex-offenders, domestic abuse refuges, mental health support, and young people (18-24). They play a critical role in preventing homelessness, supporting vulnerable residents to live independently, and in reducing reliance on statutory interventions in health, housing and social care.
- 6.3.6.2. There are 379 units of housing related support services at present, in addition to a floating support service and a handyman and support service. In 2021, the total cost of these services was £5m. The providers are
- 6.3.6.3. Adult Social Care and Housing Needs and Support jointly commissioned a review of Housing Related Support Services by Bridges Outcomes Partnerships to evaluate the performance, relevance, and future direction of existing housing-related support services. The review found that while current services deliver

substantial support to key population groups, including people experiencing homelessness, women fleeing domestic abuse, young people, and older adults, there are also several systemic challenges which undermine their effectiveness. These include a limited quantity of move-on accommodation, rigid eligibility criteria, a lack of integrated pathways, and minimal collaboration across sectors.

6.3.7. Gap analysis

6.3.7.1. Brent Council will be required to develop a supported housing strategy and underpinning needs assessment in 2026. This will provide a full gap analysis. However, preliminary findings are:

- Most providers want to provide support to residents with low level support needs. Some of these providers offer low-quality support for residents and likely represent poor value for money.
- The Council anticipates growing need associated with residents experiencing or at risk of experiencing homelessness, and the detrimental impact related to those experiences.
- There aren't enough properties modified for residents with mobility requirements.
- There aren't enough mother-and-baby units.
- There are insufficient male only self-contained schemes for former offenders or residents on the sex register.
- There is a gap for high needs residents, including more complex cases that don't meet the threshold for social care packages.
- One area the council wishes to explore is whether whole families may require supported accommodation, as the effects of the homelessness crisis and Covid continue to affect them.

6.4. Quality assurance and safeguarding

6.4.1. SEA

6.4.1.1. Staff are aware of challenges at the national level around the quality of non-commissioned supported exempt accommodation. For that reason, staff engaged directly with 6 of the council's largest non-commissioned providers in summer 2025 to understand their approach, considering their operational arrangements, safeguarding arrangements, and their approach to rent levels, evictions, and move ons. This informed the council's approach to market shaping. Since then, staff have worked to expand provision for the best quality providers and to secure its use for Brent households most in need. Meanwhile, staff have worked with lower quality providers to monitor improvements and, for the lowest quality providers, to slowly phase out their provision.

6.4.1.2. In addition, housing benefits staff closely monitor every single SEA housing benefit application, asking for evidence of a needs assessment and support plan, and ongoing support logs. Applications are regularly turned down or cancelled due to inability to evidence the above.

- 6.4.1.3. Staff are aware that one provider, where staff have some concerns, plan to stop operating in Brent and will safely transfer their stock and residents to another provider. The Council is working closely to support and enable this process.
- 6.4.1.4. Staff conducted a thorough site visit to two properties inspected by one provider, including speaking to staff and to residents. In that case, staff were impressed by the overall quality of the properties, support, management, and impact on residents' lives. Staff hope to continue operating site visits where possible.
- 6.4.1.5. Staff do not operate a structured inspection or resident feedback regime at present. As the council's role is primarily to consider housing benefit applications, historically the council did not take a role in quality assurance, but more recently have begun to do so. The Council is committed to introducing an inspection regime once the Government's new licensing scheme is introduced, and are exploring whether it is possible to do so beforehand.

6.4.2. Safeguarding and escalation

- 6.4.2.1. Staff in Housing Needs and Housing Benefit are working closely with the Brent Adults Safeguarding Board (BASB) to introduce a new reporting process for providers of supported housing for major incidents. This has been communicated to all providers of supported housing in Brent.
- 6.4.2.2. The safeguarding process is as follows: first, the provider must notify BSAF promptly and document the incident. Providers must have an assigned person for this purpose. Second, the provider must gather all relevant details to complete a Council form for record-keeping. Third, the provider must conduct an internal review, address key questions, and identify lessons learned. Fourth, they must submit to Brent council. And fifth, they must commit to continuous improvement. BSAB will meet to discuss any incidents and lessons learned.

6.4.3. Licensing scheme

- 6.4.3.1. In Spring 2025, the Government consulted on a new licensing scheme for supported accommodation. Critically, providers will only be able to claim the higher level of housing benefit that supported exempt accommodation offers if the scheme is licensed. The scheme will apply to all supported accommodation except Ofsted regulated supported housing and potential providers will need to meet the new National Supported Housing Standards and conditions related to the standard of accommodation, the suitability of the accommodation and support for the resident, and the provision of care, support and supervision. All licensees will also be required to pass a fit and proper person test.

- 6.4.3.2. This will provide the council significantly greater powers to regulate the provision of SEA, which staff welcome. Council staff have prepared extensively for the introduction of the new licensing scheme, bringing together a multi-disciplinary group to learn about the existing market and identify the approach to standing up a new team. However, the Government has pushed back the introduction of the new licensing scheme, which the Council is awaiting with anticipation.

6.5. Resident Experience

6.5.1. Housing Related Support Services

- 6.5.1.1. This section outlines findings from Bridges Outcomes Partnerships' review into housing related support services, who conducted in-depth, semi-structured interviews with service users to understand lived experience.
- 6.5.1.2. Many individuals value the support and dedication of frontline workers. However, people also report feelings of isolation, slow progress in their lives, and limited support in preparing for life beyond the service. A lack of coordinated exit planning often leaves people unsure about what comes next. Key concerns include clarity about what to expect, how long they might stay, intended outcomes, and how they will be supported to progress. From the point of entry, clients are not always given clear information about what to expect from a service, including how long they might stay, what the intended outcomes are, or how the service will support them to progress toward stable housing and greater independence. While they received ad hoc support, this was not brought together to form a coherent pathway to independence. Further, this support could feel fragmented and lacked follow-up e.g. receiving CV-writing workshops but no further support for job applications, interview preparation, or sustaining employment. Other concerns were around slow timescales for void turnarounds and high levels of arrears, preventing move on. Move on accommodation continues to present a challenge in the current housing context, especially for mental health provision.
- 6.5.1.3. Overall, some people remain in services longer than necessary not because of needs but due to lack of options or practical move-on support. Nonetheless, many individuals described positive working relationships with support workers, citing kindness, reliability, and emotional support.

6.5.2. Feedback from residents in SEA

- 6.5.2.1. In Autumn 2025, staff visited two properties in the borough currently providing non-commissioned supported exempt accommodation, mostly to residents fleeing domestic abuse/fear of violence and refugees with mental health needs. In addition, staff invited various residents currently residing in SEA to come into Brent Civic Centre to talk to their experience.
- 6.5.2.2. Overall, staff heard detailed and open testimony from three residents. 2 of 3 stated that they received no support at all in their current supported accommodation. Those residents had been residing in SEA for 5 years and 10 years respectively with two large providers. 1 stated that provision of a weekly support worker for a year, alongside a limited number of therapy sessions, 'changed my life'. That resident was able to move into independent living alongside a career lecturing at a London university within one year. 1 resident was living in fear of violence and would benefit from being housed elsewhere, away from (alleged) use of drugs and alcohol and potentially in a women's only scheme.
- 6.5.2.3. Residents highlighted the kind of support they would benefit from:
- Structured weekly 1:1 sessions with a support worker
 - Tailored benefits support
 - Tailored employment support
 - Support to find move-on / independent accommodation
 - Group activities and opportunities to meet others and connect with community
 - Psychological therapy
- 6.5.2.4. Many of these findings complement findings from engagement with residents receiving Housing Related Support Services, as outlined above.

6.6. Financial Analysis

- 6.6.1. The National Audit Office explains: "Local authorities pay Housing Benefit for specified supported housing, in most cases, directly to the provider. DWP reimburses local authorities for these payments in line with the Housing Benefit subsidy rules which are set out in legislation. In some cases, the rules mean that the amount of subsidy paid to the local authority may be restricted. If the housing provider is registered with the Regulator of Social Housing, DWP reimburses the full amount." For those cases where the housing provider is not registered, an independent rent officer determines how much the local authority can claim as rent, based on similar properties in the area. The local authority can reclaim 100% of the rent officer determination from DWP. Who pays for the amount above the rent officer determination depends

on the vulnerability of the resident. The NAO explains: “If the resident is classed as ‘vulnerable’, the local authority can claim a further 60% of the amount above the rent officer determination. Therefore, local authorities experience a gap in subsidy from DWP of 40% above rent officer determination for particular vulnerable groups, and 100% above this determination, for other residents.”

6.6.2. If the provider is a Registered Provider, the entire cost falls to the DWP. If the provider is not a Registered Provider, the cost is shared between the council and the DWP, with the DWP covering more if the resident has a vulnerability.

6.6.3. While subsidy loss in 24/25 was circa £4m, the most recent forecast for 2025/26 estimates subsidy loss at *circa* £2m. This has been achieved through a combination of interventions:

- An improved process for assessing cases, ensuring that the resident has genuine support needs and the provider is capable of meeting them. This has reduced the number of new entries.
- Identifying ‘vulnerable residents’ e.g. those in receipt of Personal Independence Payment (PIP), and therefore claiming a further 60% of costs from DWP (see above).
- Improved scrutiny of new providers. Bearing in mind national trends and concerns, officers have conducted significantly greater scrutiny of new providers approaching the council, especially Community Interest Companies (CICs), which are associated with concerns at the national level. By preventing unscrupulous providers entering the market, we have avoided the additional demand they can bring, including residents from outside of Brent.

6.6.4. Staff continue to work to embed this improvement sustainably and to go further. They will do this by:

- Working with providers to enable a partnership model, whereby support providers work in partnership with Registered Providers.
- Work in partnership with First Wave Housing to introduce a new supported exempt accommodation scheme which delivers cost reductions, improved quality and better value for money.

Staff aim to further reduce the annual cost from £2.1m to ~£1.5m in 2026-27 through this approach.

6.6.5. Overall, staff believe more can be done to improve value for money. That is why the council is working in partnership with First Wave Housing to launch a supported accommodation scheme. It is also why we will continue to work

with providers to drive up quality, support good providers to expand, manage out poor providers where necessary, prepare for the new Supported Housing Regulatory Oversight Act and associated licensing scheme, and develop a new Local Supported Housing Strategy.

6.7. Benchmarking

- 6.7.1. It is extremely challenging to benchmark for supported exempt accommodation. This is because local authorities do not have a statutory role to commission or deliver SEA, only to decide whether a provider may access a particular category of housing benefit. Consequently, this is not something that local authorities are required to report on nor that is published by MHCLG, Local Government Inform, or other platforms. At the same time, most authorities do not wish to share the level of provision, and associated cost, in their borough.
- 6.7.2. Brent Council meets regularly with other local authorities to discuss approaches to supported exempt accommodation. This includes methods to reduce subsidy loss, the provider market and partnership arrangements. This includes engaging with sub-regional, regional and national groups working across Housing Benefits, Project Delivery, and Housing Needs and Support. The council has continuously implemented best practice and ideas generated from this engagement, and now often advises and supports other authorities.

7. Financial Considerations

- 7.1. Full financial comments on the homelessness and temporary accommodation are provided at 4.9.

Financial considerations - Supported exempt accommodation (SEA)

- 7.2. Under current arrangements, if the SEA provider is not a registered provider, the Council experiences a gap in housing benefits subsidy received from DWP of 40% above rent officer determination for particular vulnerable groups, and 100% above this determination for other residents. This gap needs to be covered by the Council. Housing Benefit subsidy loss associated with SEA in 2024/25 was £3.95m, linked to 654 placements. In 2024/25, this was funded from council reserves. In 2025/26, this subsidy loss is estimated to be between £1.8m and £2.1m.
- 7.3. It is estimated that the Council could achieve £2.2m in cost avoidance over three years by diverting clients and sending referrals for Supported Accommodation from Temporary Accommodation, Adult Social Care and Children's Social Care directly to FWH. Whilst this would not represent

cashable savings against the existing budgets, it is forecast that the proposals set out in this paper would help to avoid costs in the future that the Council would have otherwise had to incur to deal with demand, increasing costs and the existing subsidy gap within this area.

8. Legal Considerations

- 8.1. The Homelessness Reduction Act 2017 (HRA 2017) places a duty on Local Authorities to intervene at an early stage to help prevent homelessness and take reasonable steps to relieve homelessness for all eligible applicants, not just those in priority need.
- 8.2. When a homelessness application is taken under the relief duty, under s.189B of the Housing Act 1996, as amended (the 1996 Act), introduced by HRA 2017, if a local authority have reason to believe that an applicant may be homeless, eligible for assistance and have a priority need, pursuant to s.188 of the 1996 Act, they have a mandatory duty to secure that accommodation is available for the applicant's occupation, irrespective of intentional homelessness. The Council do this through the provision of emergency temporary accommodation.
- 8.3. After 56 days, upon the completion of the local authority enquiries, if it is established that the applicant is homeless, in priority need and not homeless intentionally, the local authority has an immediate and non-delegable duty to secure that applicant and their household suitable accommodation: s193(2).
- 8.4. The Council can fulfil this duty on an interim basis through the continued provision of temporary accommodation pending a final offer of private rented sector accommodation or social housing. The suitability of accommodation is governed by s.210 of the 1996 Act, the Homelessness (Suitability of Accommodation) Order 1996 (SI 1996/3204) and by the Homelessness Code of Guidance for Local Authorities.
- 8.5. When discharging their housing duties under Part VII, an authority must, so far as reasonably practicable, secure that accommodation, be it temporary or permanent, is available for the applicant's occupation in their own district: s208(1) of the 1996 Act. If the Council is unable to comply with its mandatory accommodation duties either through the provision or suitability of such accommodation, then it is significant risk of successful judicial review challenges which are likely to have significant cost consequences to the Council.
- 8.6. The Supreme Court in *Nzolameso v Westminster City Council* 2015 addressed accommodation procurement and placements strategy. It sets out

a range of issues that councils need to consider when allocating temporary accommodation to homeless households and makes certain requirements of the councils. These include:

- A requirement that local authorities need to explain their decisions as to the location of the properties offered.
 - Each local authority should have, and keep up to date, a policy for allocating temporary accommodation to homeless households.
 - The policy should reflect the authority's statutory obligations under both the Housing Act 1996 (as amended) and the Children's Act 2004.
 - Where there is an anticipated shortfall of accommodation in the borough, the policy should explain the factors to be considered when making decisions on where a household is placed.
 - The Supreme Court also proposed that each local authority should have a policy for procuring sufficient units of temporary accommodation to meet anticipated demand for the coming year.
- 8.7. The non-commissioned Supported Exempt Accommodation sector is regulated through the Regulator for Social Housing and Charities Commission. Other regulatory bodies involved may include The Financial Conduct Authority; and the Office of the Regulator of Community Interest Companies if the provider has been established as a CIC. The provision is predominantly paid for through Housing Benefit claims in line with Housing Benefit Regulations. It is widely understood that the legal framework is insufficient to ensure appropriate quality and oversight of this type of provision.
- 8.8. The government undertook a national inquiry into Exempt Accommodation to determine future legislation requirements for the sector, and Birmingham City Council's Overview and Scrutiny report and Supported Housing Needs Assessment was included as evidence towards this in line with Scrutiny Recommendation.
- 8.9. The Supported Housing (Regulatory Oversight) Act 2023 became law on 29 August 2023. The Act looks to address the gap in regulation and includes: setting up a new national advisory group; national standards for accommodation and support; a licensing scheme for local authorities; an amendment to homelessness legislation preventing an intentionally homeless decision being made for someone leaving unsuitable supported exempt accommodation. The introduction of a new planning use-class for supported exempt accommodation has been deferred for 3 years.

9. Equity, Diversity & Inclusion (EDI) Considerations

- 9.1. The Public Sector Equality Duty, as set out in section 149 of the Equality Act 2010, requires the Council, when exercising its functions, to have "due regard"

to the need to eliminate discrimination, harassment and victimisation and other conduct prohibited under the Act, to advance equality of opportunity and foster good relations between those who have a “protected characteristic” and those who do not share that protected characteristic. The protected characteristics are: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation. The council also internally recognises care experience and socio-economic status as protected characteristics.

- 9.2. 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.
- 9.3. The data presented in this report demonstrates that homelessness in Brent disproportionately affects vulnerable residents with specific protected characteristics, including women experiencing domestic abuse (13.9% of households in TA), children and young people (around 3,660 children, or 42% of residents in TA), and socio-economically disadvantaged residents (37% of TA applicants are not in work). The council’s temporary accommodation and homelessness prevention services therefore play a critical role in addressing entrenched inequalities. The shift towards more stable leased accommodation, strengthened prevention work, and enhanced quality assurance in supported exempt accommodation directly benefits residents with the highest vulnerability, particularly large families, residents with disabilities, survivors of domestic abuse, and those with complex mental health needs, by improving safety, stability and outcomes.
- 9.4. The report also makes clear that structural drivers of homelessness, especially rising private sector rents, family breakdown, and the limited supply of social housing disproportionately impact socioeconomically disadvantaged households. Brent’s recent adoption of the socioeconomic duty means that socio-economic disadvantage is now systematically considered within decision-making and policy development. This is particularly relevant given that 36% of households currently enter temporary accommodation due to the end of a private rented sector tenancy and a further 18% due to family exclusions, both of which reflect the heightened vulnerability of low-income households within a constrained housing market. The council’s prevention work, including early intervention, targeted financial assistance, and tenancy sustainment support therefore play a key role in reducing these inequities.--economic duty means that socio-economic disadvantage is now

systematically considered within decision-making and policy development. This is particularly relevant given that 36% of households currently enter temporary accommodation due to the end of a private rented sector tenancy and a further 18% due to family exclusions, both of which reflect the heightened vulnerability of low-income households within a constrained housing market.

- 9.5. Consistent with the Public Sector Equality Duty, the council recognises that different groups require distinct forms of support. Insights from resident engagement, both from users of Housing Related Support Services and residents in supported exempt accommodation, highlight the need for clearer information, tailored support, and improved pathways to independence. The council's ongoing commissioning work, preparation for the new SEA licensing regime, and development of a Local Supported Housing Strategy will embed these needs into future service design. Continued improvements in data quality, particularly for protected characteristics such as disability, ethnicity, and sexual orientation, will further strengthen our ability to understand disparities, remove barriers, and codesign services with people who have lived experience of homelessness. design services with people who have lived experience of homelessness. The introduction of an inspection regime for supported exempt accommodation as afforded by the new licensing scheme will also have positive implications for residents with protected characteristics alongside quality assurance benefits, and is recommended from an EDI perspective.

10. Climate Change and Environmental Considerations

- 10.1. This report does not impact the Council's environmental objectives and climate emergency strategy.

Report sign off:

Tom Cattermole

Corporate Director, Resident and Housing Services

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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	<p>Community and Wellbeing Scrutiny Committee 04 March 2026</p>
	<p>Report from the Deputy Director, Democratic and Corporate Governance</p>
<p>Community and Wellbeing Scrutiny Committee – Work Programme 2025/26 Update</p>	
<p>Wards Affected:</p>	All
<p>Key or Non-Key Decision:</p>	Not Applicable
<p>Open or Part/Fully Exempt: <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small></p>	Open
<p>List of Appendices:</p>	One Appendix A – Community and Wellbeing Scrutiny Committee Work Programme 2025/26
<p>Background Papers:</p>	None
<p>Contact Officer(s): <small>(Name, Title, Contact Details)</small></p>	<p>Chatan Popat Strategy Lead – Scrutiny, Strategy and Partnerships chatan.popat@brent.gov.uk</p> <p>Amira Nassr Deputy Director, Democratic and Corporate Governance Amira.Nassr@brent.gov.uk</p>

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. The following amendments set out in this report reflect this:

- Following a petition received by the Committee in January 2026, an additional agenda item to discuss the reduction of operating hours at the

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.cfqs.org.uk/wp-content/uploads/CfPS-Good-Scrutiny-Guide-v4-WEB-SINGLE-PAGES.pdf>

Urgent Treatment Centre at Central Middlesex Hospital has been added to the work programme. This discussion will take place at the Committee meeting on 4 March 2026.

4.0 Stakeholder and ward member consultation and engagement

- 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

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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	
Reduction in operating hours at the Urgent Treatment Centre located at Central Middlesex Hospital	-	-	London North West University Healthcare NHS Trust

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

	<p align="center">Community and Wellbeing Scrutiny Committee 04 March 2026</p>
	<p align="center">Report from the Deputy Director, Democratic and Corporate Governance</p>
<p align="center">Scrutiny Recommendations Tracker</p>	

Wards Affected:	All
Key or Non-Key Decision:	Non-Key Decision
Open or Part/Fully Exempt: <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	Open
List of Appendices:	Appendix A – Scrutiny Recommendations Tracker 2024-25 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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Appendix A

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

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

Recorded Recommendations to Cabinet from CWBSC

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

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	In future reports, for the department to increase the visibility of available data. To have more target setting and to further outline mitigating factors where targets are not met. When benchmarking with other boroughs, to compare with boroughs of similar demographics to Brent.	Community Health and Wellbeing	This has been agreed. Larger data sets will be included in future reports and progress updates to the Committee. 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.	
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 border="1" data-bbox="1093 858 1982 1230"> <thead> <tr> <th>Reasons for leaving</th> <th>No. of leavers</th> </tr> </thead> <tbody> <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> </tbody> </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																								
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			<table border="1"> <thead> <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> </thead> <tbody> <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> </tbody> </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> <ol style="list-style-type: none"> 1: What works well and what needs to be strengthened 2: Live case audits. <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.	

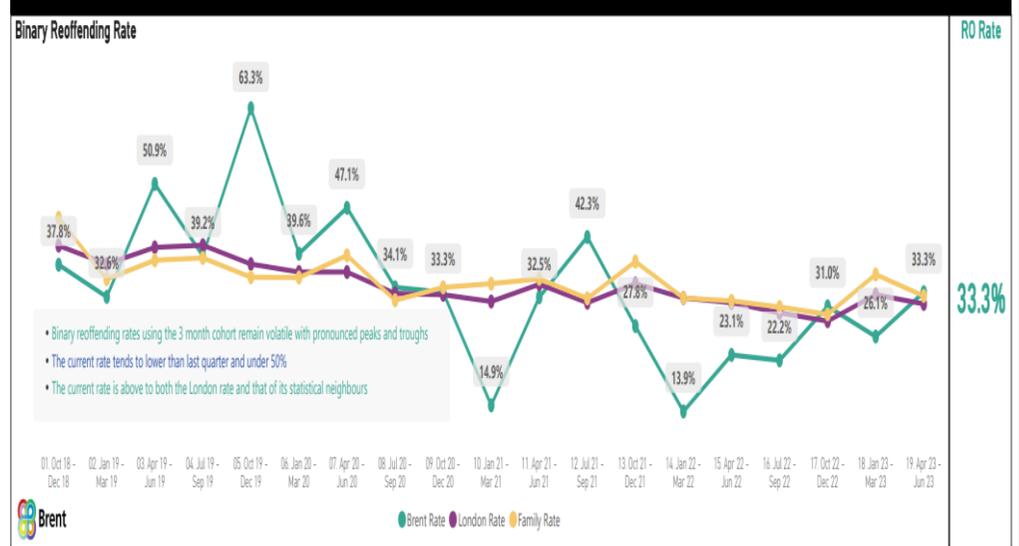
	Wellbeing Centres and schools, focusing on areas with poorer oral health outcomes, about the use of fluoride on teeth.		<p>Therefore, we will need to expand our reach and thus will appreciate the support and input from the council's corporate communications team in centring oral health for families.</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.	
19 November 2025 – Response to Housing regulator findings and Brent graded at C3	To ensure continual monitoring of the data to ensure similar issues do not happen again.	Resident and Housing Services	<p>There has been a intense period of data cleansing undertaken and we have realigned compliance programs.</p> <p>True compliance (IT System) has been rebuilt using cleansed data and Housing Mgt report monthly to The Regulator of Social Housing and compliance board and CMT.</p> <p>New policies and Processes are being developed, and we will be using an independent company to check our compliance monthly.</p>	

19 November 2025 – Response to Housing regulator findings and Brent graded at C3	To fast-track the timeline for stock condition surveys and data reconciliation.	Resident and Housing Services	<p>We have secured the budget to expedite the SCS program.</p> <p>We expect 100% of surveys not older than 5 years by March 2027.</p> <p>We will then profile the program to ensure we can commit to 20% yearly.</p>	
19 November 2025 – Response to Housing regulator findings and Brent graded at C3	<p>To provide reassurance to residents through appropriate communication channels, such as through a safety dashboard, so that residents had visibility of performance.</p> <p>This communication should be direct and easy to understand.</p>	Resident and Housing Services	<p>We successfully delivered the Annual Report to residents in December 2025, providing a transparent overview for Residents and Tenants of performance across key service areas including repairs, complaints and neighbourhood management.</p> <p>In terms openness and regular communication, we also use the notice board newsletter, which is issued regularly, to ensure residents were kept informed of our regulatory position.</p>	
19 November 2025 – Response to Housing regulator findings and Brent graded at C3	To ensure Housing Management are listening to how residents felt about the grading and whether they felt the improvements being put in place were having an impact.	Resident and Housing Services	<p>As a standing agenda item, the Housing Management Advisory Board receives regulatory updates, including reports and data submitted to the Regulator.</p> <p>This enables the Board to scrutinise progress and question officers directly, they are also able to request for the provision of information in an agreed format.</p>	
19 November 2025 – Update from the Housing Improvement Board	To ensure the Housing Management Advisory Board utilised all possible sources of data to inform its work, including member casework.	Resident and Housing Services	<p>HMAB is provided with a comprehensive range of both qualitative and quantitative reports that contains data / information on performance / service delivery to support its oversight role.</p> <p>This includes Tenant Services Management (TSM) returns, as well as analysis of internal performance data and resident perception surveys.</p>	
19 November 2025 – Update from the Housing Improvement Board	To review the current structure of the Board and process of appointment at the next revision of the Terms of Reference.	Resident and Housing Services	We are working with the Chair to review the Board's structure to ensure it remains fit for purpose.	

			A discussion will take place at the next Board meeting to agree the recruitment and appointment process for the vacant resident member role to ensure that it aligns with the Terms of Reference.	
19 November 2025 – Update from the Housing Improvement Board	For future iterations of the report, 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.	Resident and Housing Services	To be actioned.	
19 November 2025 – Update from the Housing Improvement Board	To publish a clear roadmap of achievements the Board wanted to see in relation to Housing Management KPIs, with accompanying timelines.	Resident and Housing Services	A HMAB Service Plan for 2026/27 will be developed, detailing areas of work the Board will be focusing on and feed into the roadmap of achievements. To be discussed at the next board meeting on 26 Feb 2026	
19 November 2025 – Update from the Housing Improvement Board	To strengthen and structuralise the tenant voice, including the creation of a resident association in every Council estate in the borough.	Resident and Housing Services	<p>There are currently 16 active Residents' Associations on estates and across the borough.</p> <p>We hold an RA Chair Seminar every two months where all RA elected committee members are invited to attend, we discuss and share information.</p> <p>Brent Council provides support to groups who want to establish a new Residents' Association.</p>	

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 biproduct 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



Custody Sentences
2
Custody Rate
0.06

Early Help response

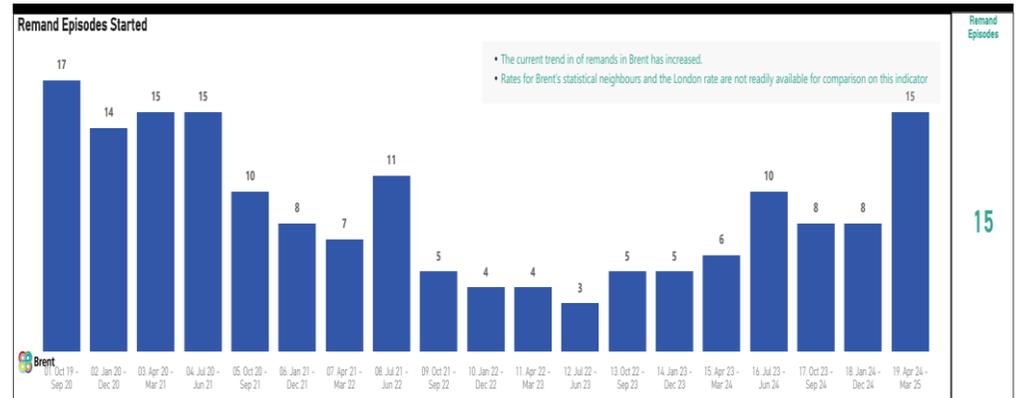
The rate and number of Brent children sentenced to custody has fallen significantly since analysis within Table 4 commenced in the 12-month period October 2019 to September 2020 (0.32 children per thousand – 10 children) and ended in the period April 2024 to March 2025 (0.06 children per thousand – 2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

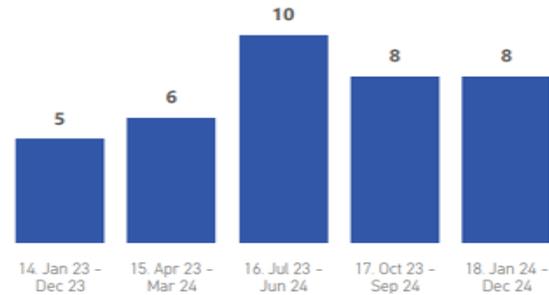
Table 5: Brent youth remand numbers, October 2019 to March 2025



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



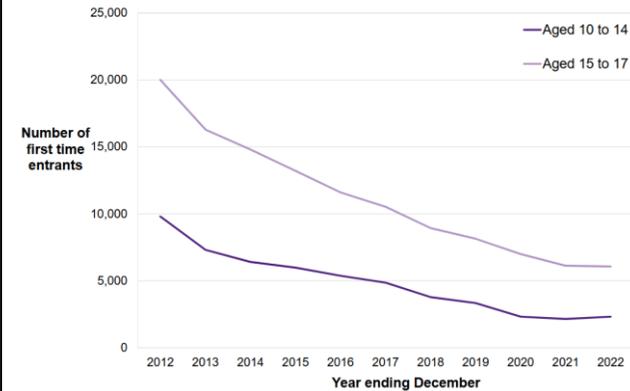
Early Help response

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

- 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

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| | | | <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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