



# Brent

## Cabinet

**Monday 9 March 2026 at 10.00 am**

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

Please note this will be held as a physical meeting which all Cabinet members will be required to attend in person.

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

### Membership:

#### Lead Member Councillors:

#### Portfolio

M Butt (Chair)	Leader of the Council
M Patel (Vice-Chair)	Deputy Leader and Cabinet Member for Finance & Resources
Benea	Cabinet Member for Regeneration, Planning & Property
Donnelly-Jackson	Cabinet Member for Housing
Grahl	Cabinet Member for Children's Services, Education & Employment
Knight	Cabinet Member for Customer Experience, Resident Support and Culture
Moeen	Cabinet Member for Community Safety & Cohesion
Nerva	Cabinet Member for Adult Social Care, Public Health and Leisure
Rubin	Cabinet Member for Climate Action and Community Power
Krupa Sheth	Cabinet Member for Public Realm & Enforcement

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

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[Council meetings and decision making | Brent Council](#)

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

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

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

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

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

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

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

The business relates to or affects:

(a) Anybody of which you are a member or in a position of general control or management, and:

- To which you are appointed by the council;
- which exercises functions of a public nature;
- which is directed is to charitable purposes;
- whose principal purposes include the influence of public opinion or policy (including a political party of trade union).

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

or

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

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

# Agenda

Introductions, if appropriate.

Item	Page
<b>1 Apologies for Absence</b>	
<b>2 Declarations of Interest</b>	
Members are invited to declare at this stage of the meeting, the nature and existence of any relevant disclosable pecuniary or personal interests in the items on this agenda and to specify the item(s) to which they relate.	
<b>3 Minutes of the Previous Meeting</b>	
To approve the minutes of the previous Cabinet meeting held on Monday 9 February 2026 as a correct record.	1 - 18
(Agenda republished to include the attached minutes on 6 March 2026)	
<b>4 Matters Arising (if any)</b>	
To consider any matters arising from the minutes of the previous meeting.	
<b>5 Petitions (if any)</b>	19 - 20
To receive and consider any petitions for which notice has been provided under Standing Order 66.	
Members are asked to note that the following petition is due to be presented at the meeting:	
(a) Lighting at Tiverton Green.	
The supporting details on the petition have been attached, for reference.	
(Members are asked to note this petition was approved for presentation following the original agenda having been published)	
<b>6 Reference of item considered by Scrutiny Committees (if any)</b>	
To consider any reports referred to Cabinet by either the Community & Wellbeing or Resources & Public Realm Scrutiny Committees.	

## Housing & Resident Services reports

Following the Government's announcement about the establishment of the Crisis and Resilience Fund (CRF) to replace the Household Support Fund (HSF) and Discretionary Housing Payments (DHP), this report sets out the Council's proposed approach to use and allocation of the CRF focusing on the provision of crisis support and the strengthening of resilience within local communities.

**Ward Affected:** All Wards  
**Lead Member:** Cabinet Member for Customer Experience, Resident Support and Culture (Councillor Promise Knight)  
**Contact Officer:** Collette Hamilton, Head of Resident Experience  
 Tel: 020 8937 5739  
 Email: [collette.hamilton@brent.gov.uk](mailto:collette.hamilton@brent.gov.uk)

### Finance & Resources reports

#### 8 Membership of the i4B Holdings Ltd and First Wave Housing Ltd Boards 137 - 140

This report seeks approval for a Director appointment to the board of the Council's two wholly owned housing companies, i4B Holdings Ltd (i4B) and First Wave Housing Ltd (FWH).

**Ward Affected:** All Wards  
**Lead Member:** Cabinet Member for Housing (Councillor Fleur Donnelly-Jackson)  
**Contact Officer:** Jon Cartwright, Head of Change and Customer Insight  
 Tel: 0202 8937 1742  
 Email: [jonathan.cartwright@brent.gov.uk](mailto:jonathan.cartwright@brent.gov.uk)

### Service Reform & Strategy reports

#### 9 i4B Holdings Ltd Business Plan 2026/27 141 - 214

This report provides Cabinet with a final draft of the i4B Holdings Ltd (i4B) 2026-27 Business Plan and revised Service Level Agreement with the Council.

Cabinet is asked to approve the Business Plan and Service Level Agreement on behalf of the Council as Shareholder of i4B Holdings.

**Ward Affected:** All Wards  
**Lead Member:** Cabinet Member for Housing (Councillor Fleur Donnelly-Jackson)  
**Contact Officer:** Jon Cartwright, Head of Change and Customer Insight  
 Tel: 0202 8937 1742  
 Email: [jonathan.cartwright@brent.gov.uk](mailto:jonathan.cartwright@brent.gov.uk)

## 10 First Wave Housing Ltd (FWH) Business Plan 2026/27

215 - 280

This report provides Cabinet with a final draft of the First Wave Housing Ltd (FWH) 2026 – 27 Business Plan and revised Service Level Agreement with the Council.

Cabinet is asked to approve the Business Plan and Service Level Agreement on behalf of the Council as Guarantor of First Wave Housing

**Ward Affected:**  
All Wards

**Lead Member:** Cabinet Member for Housing  
(Councillor Fleur Donnelly-Jackson)

**Contact Officer:** Jon Cartwright, Head of  
Change and Customer Insight

Tel: 0202 8937 1742

Email: [jonathan.cartwright@brent.gov.uk](mailto:jonathan.cartwright@brent.gov.uk)

## 11 Procurement Strategy

281 - 302

This report seeks Cabinet's approval to Brent Council's new Procurement Strategy 2026 – 2030. The Strategy sets out the guiding principles and priorities for procurement activity in Brent, and how the Council will use its spending power to deliver value for Brent's residents and communities.

**Ward Affected:**  
All Wards

**Lead Member:** Cabinet Member for Climate  
Action and Community Power (Councillor Jake  
Rubin)

**Contact Officer:** Rhodri Rowlands, Director of  
Strategic Commissioning, Capacity Building &  
Engagement

Tel: 020 8937 1738

Email: [Rhodri.Rowlands@brent.gov.uk](mailto:Rhodri.Rowlands@brent.gov.uk)

## 12 Q3 Corporate Performance Report 2025-26

303 - 316

The purpose of this report is to set out the Council's performance position for Q3 2025-26, using the Borough Plan performance scorecard.

**Ward Affected:**  
All Wards

**Lead Member:** Cabinet Member for Climate  
Action and Community Power (Councillor Jake  
Rubin)

**Contact Officer:** Tom Pickup, Policy and  
Performance Manager

Tel: 020 8937 4116

Email: [tom.pickup@brent.gov.uk](mailto:tom.pickup@brent.gov.uk)

## 13 Authority to Direct Award a Contract for Children's Public Health Services (0-19 years) Health Visiting and School Nursing

317 - 342

This report seeks approval to the direct award of a contract in respect of

the Children's Public Health Services (0-19 years), Health Visiting and School Nursing, which also includes the child weight management service for children aged 0-5 years.

**Ward Affected:** All Wards  
**Lead Member:** Cabinet Member for Adult Social Care, Public Health and Leisure (Councillor Neil Nerva)  
**Contact Officer:** Marie McLoughlin, Public Health  
Email: [Marie.McLoughlin@brent.gov.uk](mailto:Marie.McLoughlin@brent.gov.uk)

**14 Approval to establish an Inter Authority Agreement with Harrow Council for the provision of telecare services for vulnerable people and their carers**

Members are asked to note that, following publication of the agenda, this report has now been withdrawn from consideration at the meeting.

(Notice about withdrawal of the report provided on 4 March 2026)

### Neighbourhood & Regeneration reports

**15 Authority to delegate decision to Authorise Award of Contract(s) for (i)Transportation and Reprocessing of Co-Mingled Recycling Materials (Lot 1) & (ii) Reprocessing of Fibre Material (Lot 2). 343 - 352**

This report seeks approval for a delegation to the Corporate Director, Neighbourhood & Regeneration, in consultation with the Cabinet Member for Public Realm and Enforcement, to authorise the award of contracts for the transportation and reprocessing of co-mingled and paper and card recycling materials.

**Ward Affected:** All Wards  
**Lead Member:** Cabinet Member for Public Realm & Enforcement (Councillor Krupa Sheth)  
**Contact Officer:** Rashmi Agarwal, Head of Service Development & Contract Performance  
Tel: 07949 267891  
Email: [Rashmi.Agarwal@brent.gov.uk](mailto:Rashmi.Agarwal@brent.gov.uk)

**16 Authority to Award Contract for Secure Cycle Parking - Bike Hangers & Nests 353 - 364**

This report seeks approval to the award of a contract for the purchase and management of future bike hangars/nests and the management and maintenance of our current bike hangars/nests.

**Ward Affected:** All Wards  
**Lead Member:** Cabinet Member for Public Realm & Enforcement (Councillor Krupa Sheth)  
**Contact Officer:** Debbie Huckle, Team Leader, Safety and Travel Planning

## 17 Exclusion of Press and Public

The following items 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 8: i4B Business Plan 2024–25 Appendix 1(a) (Business Plan – Financial Appendix and Annexes 1- 3)

These appendices have 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)"

Agenda Item 9: FWH Business Plan 2024-25 – Appendix 1(a) (Business Plan – Financial Appendix and Annexes 1 - 3)

These appendices have 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)"

Agenda Item 17: Authority to Award Contract for Secure Cycle Parking - Bike Hangers & Nests – Appendix 1 (List of Tenderers)

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)"

## 18 Any other urgent business

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

**Date of the next meeting: Tuesday 7 April 2026**



Please remember to set your mobile phone to silent during the meeting.

- The meeting room is accessible by lift and seats will be provided for members of the public. Alternatively, it will be possible to follow proceedings via the live webcast [HERE](#)



## LONDON BOROUGH OF BRENT

### MINUTES OF THE CABINET

Held in the Conference Hall, Brent Civic Centre on Monday 9 February 2026 at 10.00 am

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

Also present: Andrew Hudson (Chair of the i4b & First Wave Housing Ltd Board) and Councillor Conneely (Chair of Budget Scrutiny Task Group)

#### 1. **Apologies for Absence**

Apologies for absence were received from Councillor Donnelly-Jackson (Cabinet Member for Housing).

#### 2. **Declarations of Interest**

No declarations of interest were made during the meeting.

#### 3. **Minutes of the Previous Meeting**

Cabinet **RESOLVED** that the minutes of the previous meeting held on Monday 19 January 2026 be approved as a correct record of the meeting.

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

None identified.

#### 5. **Petitions (if any)**

There were no petitions presented at the meeting.

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

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

#### 7. **Change in Order of Business**

Councillor Muhammed Butt (as Chair) advised that as he had accepted requests to speak in relation to Agenda Item 9 (Brent Creates – A Cultural Strategy for Inclusion, Wellbeing & Growth 2026-31) and Agenda Item 10 (Approval of proposal for First Wave Housing to offer Supported Exempt Accommodation) he intended to change the order of the agenda to enable Items 9 and 10 to be considered in advance of the remainder of the agenda.

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

**8. Brent Creates - A Cultural Strategy for Inclusion, Wellbeing and Growth: 2026-31**

Prior to considering the report, Councillor Muhammed Butt (as Leader of the Council) welcomed Bethany Haynes (Senior Producer at Punchdrunk Enrichment) to the meeting who he advised had requested to speak, as a representative of ViBrent (a consortium of 9 cultural organisations within Brent, funded by the Arts Council England's Place Partnership Programme) in support of the Brent Cultural Strategy 2026-2031.

In addressing Cabinet, Bethany Haynes began by outlining the role played by the network represented through the ViBrent partnership, in seeking to strengthen collaboration across the sector, build capacity and create inclusive cultural opportunities for all (from early years to early careers) increasing equity of provision across Brent. As such, Bethany Haynes advised she was speaking on behalf of the network to advocate for the new cultural strategy given the challenges faced across the cultural sector and in support of what was felt to be the critical role played that would be played by the strategy in safeguarding the future of culture in Brent through advocating for investment, measuring and championing impact and bringing people together.

As examples of the work already being delivered through the ViBrent programme and its close alignment with the wider strategic goals set out in the Brent Creates Cultural Strategy, reference was made to the fully-funded programme of cultural activities for schools (BrentBackpack) being delivered in collaboration with the Brent Cultural Education Partnership, designed to increase schools' knowledge of cultural offers within the borough as well as the work being undertaken through the Bootcamps programme (led by the Awareness Tap and Garden Studios) and four paid training placements in supporting young people across Brent to pursue creative careers. Members were also advised of the work being undertaken through ViBrent to develop research around best practice, offer training opportunities on race equity and environmental sustainability as well as provide training and networking opportunities to share skills amongst grass root creatives and organisations across Brent.

In summing up Bethany Haynes expressed her full support for the strategy emphasising the partnerships aim to continue collaborating with the Council on cultural initiatives given the wider impact it was felt these would generate in terms of improving social and economic outcomes for the whole borough.

Having thanked Bethany Haynes for her comments, the Leader then invited Councillor Promise Knight (as Cabinet Member for Customer Experience, Resident Support & Culture) to introduce the accompanying report from the Corporate Director Housing & Residential Services presenting the Brent Cultural Strategy 2026–31 as a roadmap for the next stage of the borough's cultural development following the legacy of Brent's year as London Borough of Culture.

In introducing the report, Councillor Knight began by thanking Bethany Haynes for her comments in support of the strategy and the leadership being provided through

the ViBrent partnership in seeking to advocate for the ongoing provision of inclusive cultural and creative opportunities across Brent which was felt to exemplify the basis upon which the strategy had been built. The opportunity was also taken to thank Councillor Donnelly-Jackson in her previous role as lead member covering culture for the support she had provided in initiating development of the strategy. In presenting the strategy, members were advised of the way it had been designed to recognise culture as a serious driver of economic growth, community strength and long-term opportunity for the borough given the significant contribution made towards Brent's economy. In highlighting this point, it was pointed out that Brent's cultural sector had been estimated to generate an estimated £238m annually to the local economy with major venues, grassroots organisations and creative businesses supporting jobs, skills, tourism and local enterprise as well as the range of various events adding vibrancy and supporting the ongoing circulation of wealth across communities within the borough.

Focussing beyond economic value, members were also reminded of the wider impact provided through culture in terms of creating a sense of belonging and pride in place as well as reducing isolation, demonstrated through the success of events such as the Kilburn Music Mile. In recognising this, members were advised that a key component of the strategy included development of the Brent Cultural Compact, as a borough-wide alliance bringing together public, private and community partners to align cultural activity with the Council's wider priorities, including health, education, regeneration and sustainability as well as creating a network of cultural partners and local businesses in an effort to open up micro-business networks with cultural producers across the borough. In addition, work would continue with partners to campaign for the introduction of a ticket levy for venues over a 5000 capacity, in line with national conversations being led by the Department Culture, Media, and Sport in relation to the protection of local cultural infrastructure. This was designed to ensure that the significant income being generated by ticket providers and large-scale venues through major events were able to support sustained investment in grassroots culture and development of the future generation of artists and Brent's strategy therefore seeking to ensure everyone in Brent had access to culture regardless of their background.

Acknowledging the role of all cultural partners who had engaged and collaborated in development of the strategy, the opportunity was also taken to thank the organisations, artists and community leaders for their time and insight to ensure the strategy had been designed to reflect the real strengths and challenges faced across the cultural sector in Brent.

In welcoming the report, members were keen to commend the focus of the strategy in seeking to embed culture across health, education and regeneration and sustainability recognising the wider social, economic and public health benefits of cultural participation and growth being sought across priority audiences including children and young people involving the Young Brent Foundation, Brent Music Service and also in relation to the collaboration with Brent Start in terms of wider employment and skills development initiatives. Support was also expressed for the long-term vision within the strategy, not only in seeking to build on Brent's creative legacy as a means of supporting community cohesion and celebrating the borough's rich diversity, but also in terms of the recent investment in cultural infrastructure, creative spaces and community led programmes as a means of creating opportunity and contributing towards inclusive growth.

Expressing support for the value of the culture sector as a driver of social equity, resilience, economic opportunity and community pride, members also noted the development of the measurable outcomes and performance indicators relating to participation, skills development, health and wellbeing and economic value which had been identified to ensure accountability in terms of delivery of the strategy.

Having welcomed the support expressed and the collaboration from all partners involved in the development of the cultural strategy along with clear, partnership led framework for delivering economic value, strengthening communities and positioning Brent as a confident, inclusive cultural borough Cabinet therefore **RESOLVED** to approve the Cultural Strategy 2026–2031 as detailed within the report having agreed:

- (1) To approve the Brent Cultural Strategy 2026- 2031 as the guiding framework for cultural development across the borough.
- (2) To endorse the establishment of a Brent Cultural Compact, bringing together council teams, cultural, health, education, business, and community partners to coordinate delivery.
- (3) To commit to working collaboratively to embed culture in wider council plans, including health and wellbeing strategies, regeneration projects, and cross-departmental initiatives, including enabling small-scale community-led activity through mechanisms such as a council-supported micro-grants programme.
- (4) To endorse the creation of an Impact Framework to measure cultural outcomes across wellbeing, participation, economic growth and environmental sustainability with this framework being developed in conjunction with Public Health in Q4 2025/6.
- (5) To endorse the publication of an Annual Cultural Impact Report, measuring progress against KPIs across wellbeing, inclusion, economic growth and environmental sustainability with the aim being to assess effectiveness, inform future investment and ensure transparency and accountability across partners.
- (6) To support advocacy for fair contributions from the visitor economy, including exploration of ticket levy or visitor tax mechanisms, in partnership with major venues and sector stakeholders, with options brought back to Cabinet for future consideration.

9. **Approval of proposal for First Wave Housing to offer supported exempt accommodation**

In Councillor Donnelly-Jackson's absence (as Cabinet Member for Housing) Councillor Muhammed Butt (as Leader of the Council) invited Tom Cattermole (Corporate Director Resident & Housing Services) to introduce a report seeking approval for the proposed use of First Wave Housing (FWH) Ltd as a provider offering supported exempt accommodation (SEA) to help care experienced young people, residents in supported living arrangements, and residents at risk of or experiencing homelessness.

In presenting the report, Tom Cattermole advised that the proposal had been designed to take advantage of an opportunity identified for Brent to both reduce costs and improve the quality of supported housing in Brent. Members noted that the aim behind development of the model had been focussed around the provision of value and high quality support whilst also ensuring this was based on a financially sustainable approach over the long term in a way that would also join up services so care-experienced young people, adults in supported living, and residents at risk of homelessness could all benefit from a more seamless, person centred offer. It was confirmed that the approach identified had followed detailed engagement with residents with lived experience as well as best practice and followed detailed consideration and approval by the First Wave Housing Board.

In terms of the approach outlined, members were advised that the initial focus would be on making supported living more financially sustainable and trialling new provision for care experienced young people. Subject to the outcome achieved, this would then be extended to residents in temporary accommodation or at risk of homelessness with the aim by 2028 to deliver over 100 units and support more than 300 residents. In highlighting the £2m worth of savings already achieved in relation to the SEA budget, it was pointed out that the proposal had also been designed to ease pressure on commissioning and temporary accommodation budgets as a means of reducing costs, with the scheme also providing an opportunity to move people out of temporary accommodation and prevent homelessness where support needs were present in a way that would not only offer better value for residents but also enable the design and provision of a holistic, person centred support offer from the ground up.

Having thanked Tom Cattermole for introducing the report, Councillor Muhammed Butt (as Leader of the Council) then welcomed Andrew Hudson (as Chair of the First Wave Housing Ltd Board) to the meeting who he advised had been invited to attend in order to comment on the proposals from the perspective of the Board.

In addressing Cabinet, Andrew Hudson began by confirming FWH's willingness to play a key role in supporting vulnerable residents and seeking to achieve the dual benefits it was felt the proposal would deliver in terms of providing better quality support for tenants and also value for money for the Council. Cabinet was assured of the detailed level of scrutiny undertaken by the Board in developing the proposals to ensure the scheme was viable and would not create undue risk to the service provided for other FWH tenants. Having received those assurances, the Board was therefore confident in being able to deliver the scheme as outlined within the report, which it was noted would proceed in stages with a formal evaluation at the end of the first phase. This process would also be supported through the provision of necessary resourcing, recognising the change and level of co-ordination required with further assurance provided as a result of the Council's backstop guarantee designed to mitigate any risk in relation to FWH's financial position.

Concluding, Andrew Hudson confirmed that, having received the assurances required, the FWH Board were fully supportive of the scheme and committed to its successful implementation.

In considering the report Cabinet welcomed the clear and responsible nature of the proposal and approach outlined, given the way it had been designed to ensure the provision of a well-managed and properly regulated offer not only in support of care experienced young people but also residents with mental health needs, disabilities and those at risk of homelessness focussed on the quality of care and appropriate oversight rather than commercial gain. Support was also expressed for what members felt to be the more coherent, joined up and integrated nature of the model outlined in seeking to establish a trusted provider in a way that would support the health and wellbeing of more vulnerable residents to move into independent living whilst also reducing reliance on temporary accommodation, easing pressure on homelessness services and strengthening the Council's financial resilience.

Having welcomed the support and partnership with First Wave Housing Ltd, along with the cross-departmental approach being taken to deliver the scheme as a means of enhancing the quality of support for those residents in need, Cabinet **RESOLVED:**

- (1) To approve that First Wave Housing launches and operates a supported housing scheme and request that officers vary First Wave Housing's 2026-27 business plan accordingly when presented to Cabinet in March 2026.
- (2) To agree to work in partnership with First Wave Housing to provide supported exempt accommodation, including committing Council staff to meet the requirements of the proposal and signing a Memorandum of Understanding to that effect.
- (3) To approve the financial implications of the proposal as outlined in section 7 of the report, including staffing and legal costs.

#### 10. **Budget and Council Tax 2026-27**

Prior to consideration of the main report, Councillor Muhammed Butt (as Leader of the Council) welcomed Councillor Rita Conneely to the meeting who he advised had been invited to attend, as Chair of the Resources and Public Realm Scrutiny Committee and Budget Scrutiny Task Group, in order to introduce the main findings and recommendations within the Budget Scrutiny Task Group report in relation to their review of the budget setting proposals for 2026-27, which had been included as Appendix D to the Budget and Council Tax report.

In introducing the report, Councillor Conneely began by thanking all members of the Budget Scrutiny Task Group along with everyone else who had participated in the evidence sessions as part of the scrutiny process. In welcoming the Government's reintroduction of multi-year funding settlements, which it was hoped would strengthen the ability for the Council to develop a longer term planning approach, the impact of the broader thematic nature of the budget proposals was also recognised in support of a more strategic approach and in breaking down departmental silos with the role of scrutiny also seen as key in continuing to monitor implementation along with their impact on residents to ensure no challenges arose that would require a change in strategy.

Although supportive of the recent changes introduced in relation to the Local Government Funding regime, the Task Group had recognised the number of

significant financial risks and pressures that continued to be faced by the Council and across local government as a whole, including rising demand for social care and the temporary accommodation crisis. It was felt these challenges had been further compounded by the increasing role of privatisation and private equity in publicly commissioned services, particularly social care, which the Task Group had felt continued to undermine quality and drive cost inflation highlighting the need for meaningful reform of commissioning frameworks.

In terms of specific areas of focus, Cabinet was advised that the Task Group had been particularly encouraged by the work being undertaken to address the challenges in relation to supported exempt accommodation, as a means of delivering value for money whilst enhancing the quality of support being provided and in ensuring the private sector was not taking advantage of the market. In addition, the Task Group had been keen to recognise and commend the work undertaken in relation to Children's Services to invest in early intervention and reduce the reliance on agency staff, with it hoped this approach would be adopted more widely as best practice.

In concluding, whilst recognising the work still to be done in delivering the proposals, Councillor Conneely once again thanked all those involved for their participation in the Task Group and commended the recommendations made by the Budget Scrutiny Task Group to Cabinet for consideration as part of the budget setting process.

In welcoming the contribution from the Scrutiny Budget Task Group, Councillor Muhammed Butt (as Leader of the Council) commended the thorough nature of the approach and robust challenge undertaken by the Task Group recognising the nature and extent of ongoing work that would be required to deliver the budget and importance of scrutiny in continuing to monitor progress. The Leader thanked all those involved for their contribution as a key part of the budget consultation process.

Having noted the comments received, the Leader then invited Councillor Mili Patel (as Deputy Leader and Cabinet Member for Finance & Resources) to introduce the report from the Corporate Director Finance & Resources which set out the Council's budget proposals for 2026-27 along with the results of the budget consultation, scrutiny and equality processes and the overall financial position facing the Council for the medium-term.

In presenting the report, Councillor Mili Patel began by also taking the opportunity to thank Councillor Conneely and the Budget Scrutiny Task Group for their engagement on the budget, recognising the value of scrutiny as part of the wider budget review and consultation process. In highlighting the way the budget proposals had been shaped by values of fairness, equality and financial prudence it was also felt important to recognise the impact which the Government's recent announcement of a new funding settlement for local councils across England over the next three years would have in providing greater stability when compared to the previous approach adopted by the coalition and Conservative government which it was felt had systematically undermined fairness in local government funding and failed to reflect increasing pressures in terms of demand and social need leading to significant cuts to vital services. The challenges created as a result had been compounded by the imposition of single year funding settlements, making it difficult

for Council's to plan over the long-term creating further instability. In contrast, the new settlement model introduced by the current government was welcomed as providing a fundamentally different and fairer approach involving a multi-year settlement up to 2029, allowing more certainty in being able to plan ahead, and crucially the use of a new funding formula reflecting levels of deprivation as well as population size that allowed resources to flow to those areas most in need. This had included Brent, with the Fair Funding Review having recognised the significant pressures faced leading to a net benefit of £22.9m in additional core funding for the Council. This additional financial support was welcomed, given the increasing levels of demand being experienced as a result of the homelessness and the social care crisis which had resulted in serious cost escalation across the sector and shortfalls in funding and with the need to address the resulting gaps identified as a top priority. As a result, it was pointed out the budget proposals had been designed to achieve a deliberate and careful balance in seeking to protect frontline services whilst also supporting the most vulnerable, stabilising core care provision and maintaining long-term financial resilience.

In continuing, Councillor Mili Patel also felt it was important to recognise the way in which the fiscal discipline, established as a fundamental value by the current Administration in Brent, had ensured the foundations on which the Council stood remained strong. Whilst not taken lightly (given current pressures on household budgets), members were advised that in order to safeguard and achieve the priorities identified in relation to social care, homelessness prevention and other essential public realm and core services the Council had been left with little choice but to recommend a 4.99% increase in Brent's element of Council Tax, including the 2% Adult Social Care precept. In acknowledging the impact, however, the efforts being made to protect those most in need were also highlighted including the continuation of Brent's Council Tax Support Hardship Fund as a means of supporting an estimated 14,500 residents needing help with their bills.

Whilst recognising the efforts being made to continue the delivery of high quality services and to manage, in as prudent a way as possible, the ongoing pressures in relation to the Council's financial position members were also advised of the work being undertaken as part of the overall approach outlined in seeking to manage the rising demand on services in as sustainable a way as possible, including the focus on prevention. In terms of Adult Social Care, this had involved investment in early intervention, community-based support and preventative services designed to support residents living independently for longer, avoiding the far higher costs of late-stage, complex care. Similarly, in homelessness services, this had involved expanding the range of prevention initiatives designed to prevent or relieve the level of homelessness applications, reducing the need for expensive emergency accommodation in an effort to not only protect residents wellbeing but also ease the financial pressures created in terms of ongoing demand.

As a further example of the Council's commitment to delivering not just essential services but those that mattered most to residents whilst also seeking to ensure maximum value for taxpayers and deliver service improvements reference was also made to the level of investment which had been included within the budget proposals and made possible as a result of the robust, disciplined financial management established across the Council. Members were reminded that this programme had enabled the delivery of £3m for visible improvements to street cleansing and the public realm; £10.5m to modernise libraries, leisure centres, and

family wellbeing centres; £16.3m to strengthen digital services and cyber security; more than £4.3m being invested annually in roads, pavements and street lighting as well as £23.1m to progress the Wembley Housing Zone and deliver 291 new homes, £45.6m to regenerate Bridge Park (including the provision of a new leisure centre) alongside significant investment in youth facilities, SEND places, parks, CCTV, energy efficiency, and regeneration across the boroughs town centres. These projects were ones identified as delivering real benefits for local residents and only possible as a result of the careful financial stewardship and approach adopted by Brent which had avoided the need to seek Exceptional Financial Support from the government.

In concluding her introduction, Councillor Mili Patel once again highlighted how challenging development of the budget proposals had been given the damage created by austerity and demand led pressures, which the Council continued to face, and it was noted would continue to require careful management. Cabinet Members, officers, partners, residents and other key stakeholders were thanked for their diligence and support in the process with the insights gained having been reflected within the report and it noted that despite the significant pressures identified the budget proposals had been designed to stabilise and build for the future with the Council remaining committed to supporting local residents across the borough, protecting the most vulnerable, and investing in Brent's future. As such, the budget proposals as presented were therefore commended for approval and reference on to Council for formal adoption as a responsible, forward-looking and fair financial plan for Brent in 2026-27.

In supporting the budget proposals, contained within the report, Cabinet Members recognised the ongoing nature of the challenges and financial pressures identified and also took the opportunity to thank the finance team for their work in developing the budget proposals whilst also seeking to safeguard, as far as possible, key services and support for local residents and businesses focussed around the Council's core strategic priorities. In terms of specific pressures and priorities identified these had included:

- The continued support for children and young people reflecting the efforts being made by the current government to address the pressures identified in relation to school budgets, increasing demand for SEND provision and costs of residential placements, which it was felt highlighted the contrast in approach adopted by the previous Conservative Government. In welcoming the move towards a Multi-Year Financial settlement and outcome of the Fair Funding Review along with the Government's ongoing commitment towards covering the cost of the Dedicated School Grant (DSG) override and more sustainable model for SEND provision anticipated within the forthcoming SEND White Paper, support was expressed for the way in which the Council's budget proposals had also sought to protect and prioritise children's services. As part of this approach, specific reference was made to the £110.8m included as core funding for children and young people which represented an £11m growth over the previous year (including an additional £4.2m as a direct result of the reforms introduced to the funding model for local government). Members were also reminded of the additional £4m investment in SEND provision aimed at delivering an additional 212 specialist places on top of the 400 already provided along with the £4m infrastructure investment in local youth facilities. Reflecting on the challenges identified, it was felt these

measures alongside wider welfare reform involving removal of the two child benefit cap, ongoing provision for breakfast clubs and Free School Meals, continued funding for Family Wellbeing Centres and efforts being made internally to reduce the reliance on the use of agency staff across the service, would continue to build on the priority and positive way forward identified in relation to the provision of services for children and young people.

- The focus in relation to the protection of children and family services as well as in seeking to tackle Anti-Social Behaviour and Community Safety. In highlighting and welcoming the recognised value of preventative work in relation to early support and intervention being provided for those families in need, the enhanced focus on enforcement activity and also in seeking to address the underlying causes of crime and anti-social behaviour were also commended as part of the budget proposals in seeking to build for the future and deliver safer neighbourhoods and protect families in hardship whilst restoring dignity, opportunity and hope.
- The investment and support being provided for cultural provision across the borough including the refurbishment and upgrade of library facilities as well as importance of the ongoing provision in relation to the Council Tax Support Scheme and Hardship Support Funds as a key programme of support for residents across the borough facing financial hardship supported through the Brent Hubs model.
- The ongoing programme of work and investment in key highway, environmental and public realm infrastructure across the borough to ensure the borough remained clean, green and safe including the Don't Mess with Brent campaign focussed around tackling fly-tipping and enhancing enforcement activity, provision of additional CCTV, programme of investment supporting visible improvements across parks, public realm and street cleansing, extension of EV infrastructure and additional enforcement officers. In recognising the difficult nature of decisions required in order to address the challenges identified the investment outlined was supported as a means of improving services and continuing to build for the future.
- Members also welcomed the aim to continue prioritising the most vulnerable in society whilst also seeking to protect essential services particularly in relation to health and adult social care with support expressed for the outcome of the Fair Funding Review and way in which the ongoing impact relating to inflationary cost pressures and increase in demand on both adult and children's care services had been reflected within the local government financial settlement and Council's budget. As a result, the focus in seeking to support residents requiring care to live as independently as possible and avoid residential placements or extended stays in hospital as well as minimising the need for extended support following hospital discharge was highlighted supported by efforts to expand opportunities for the provision of care in community settings. In addition, the opportunity was also taken to highlight the investment to deliver improvements in the model for leisure provision across the borough including the enhancements at Vale Farm Leisure Centre and commitment to the Bridge Park development.

- As a final contribution, reference was also made to the significant impact of the investment included within the budget proposals focussed around tackling the climate emergency (including the investment in Green Corridors and District Heat Network in South Kilburn), supporting digital transformation and the ongoing programme of community grants. As a further key area of focus, members were also reminded of the work being undertaken in support of the review of the Council's commissioning and procurement function, which included proposals to generate up to £3m worth of genuine efficiency savings that could then be deployed to support investment in other key priority service areas for local residents.

Prior to closing the debate, Minesh Patel (Corporate Director Finance & Resources) was then invited to update Cabinet on the current position relating to the final Local Government Financial Settlement, with it confirmed that no material changes were anticipated in relation to the provisional settlement on which the budget proposals set out in the report had been based.

In summing up, Councillor Muhammed Butt felt it important to once again highlight the challenging nature of the budget setting process given the ongoing impact of the legacy created by the previous government. As a result, he welcomed the approach taken by all Cabinet Members and officers in seeking to review all aspect of their services to ensure budgets could be managed whilst delivering core strategic priorities and protecting the most vulnerable residents in the borough. Despite recognising the significance of the financial challenges identified and the level of funding cuts already delivered by the Council, he commended the approach adopted and measures outlined within the report which, despite the difficult nature of decisions required, had been designed to ensure the Council was able to operate in a financially sustainable and resilient way whilst also seeking to delivery on key priorities and provide essential support for residents across the borough.

The opportunity was also taken to welcome the significant reform of local government funding introduced by the government which had been designed to recognise the pressures facing local councils, including areas such as Brent where housing costs, deprivation and inequality were inextricably linked and with the net additional funding for Brent received as a direct result of the Fair Funding Review being directed in a responsible and balanced way to address immediate service pressures, support vulnerable residents and to strengthen the Council's long-term financial resilience. Whilst recognising the importance of this additional funding, it was however acknowledged that the unprecedented demand being experienced in relation to social care and housing needs services had also required the budget to be built upon a 4.99% increase in Council Tax (including a 2% Adult Social Care precept) which, whilst not covering the true level of growth in costs, was felt to be unavoidable given the £12.2m of recurring funding this generated at a time when public services remained under real pressure and in order to ensure the Council avoided more severe outcomes, at a time when a growing number of councils nationally were requiring exceptional financial support

Whilst acknowledging the improved settlement and efforts being made to manage the Council's budget it was felt important to recognise, as background to the difficult and responsible decisions which had been required in setting the budget, the challenging nature of the operating environment and wider economic and social context which the Council continued to face given the range of support and services

being delivered. In recognising the tough financial conditions faced by many councils, the specific challenges arising from the sustained pressure needing to be managed in terms of rising demand, inflation, interest rates and increasing complexity in the delivery of services were highlighted with the most significant of these pressures already having been highlighted in terms of housing and temporary accommodation, Adult and Children's Social Care. Despite the challenging financial conditions outlined it was, however, also felt important to recognise the Council's continued financial resilience, careful management and collective discipline (including delivery of the package of savings identified in the Medium-Term Financial Strategy) with the Council, as a result, having continued to balance its budget, protect frontline services and invest in the borough, even as these pressures had intensified.

Whilst acknowledging the challenges identified, members were also reminded that the Council continued to seek opportunities to support investment in the development of services across the borough. This included a range of investments identified within section 3.15 of the budget report focussed around the public realm; modernisation and enhancement of shared public spaces including delivery of the Willesden Health & Wellbeing Hub; digital transformation; highway and transport infrastructure, CCTV and Public safety along with the provision of Green Corridors to support the creation of safer streets and healthier neighbourhoods; investment in Strategic and Neighbourhood Community Infrastructure Levy projects along with the capital pipeline to support energy efficiency upgrades in Council buildings and leisure provision as well as investment in Wembley Housing Zone to deliver a further 291 new homes; Neasden Civic Partnership; West London Orbital; College of North West London and South Kilburn Regeneration schemes alongside the support for the creation of additional SEND provision and youth facilities. Given the pressures identified the investment in Housing Supply and Temporary Accommodation was also highlighted as a means in seeking to reduce reliance on costly temporary accommodation and provide more stable homes for families.

Whilst not exhaustive, it was felt the examples provided demonstrated how the Council was seeking to continue evolving and adapting to the challenges identified based on a clear set of priorities focussed around the protection of the services that mattered most, investing in Brent's future, and supporting people in need with members reminded that none of the investments would have been possible without the tough decisions taken over previous years to ensure the Council's finances remained on a strong and stable footing and positive approach adopted to development in the borough.

In commending the government for their longer-term commitment in relation to local government finance and all those who had engaged in the budget consultation process along with Cabinet Members and officers (with specific reference to the finance team) for their support, Councillor Butt ended by highlighting the aim to ensure the process remained as open and transparent as possible and was focussed on enabling the Council to deliver a balanced budget whilst also seeking to maintain the provision of key services and essential support for residents across the borough.

Having noted the comments provided, and welcomed and supported the approach outlined within the report, Cabinet **RESOLVED:**

- (1) To recommend to Full Council an overall 4.99% increase in the Council's element of Council Tax for 2026/27, with 2% as a precept for Adult Social Care and a 2.99% general increase.
- (2) To recommend to Full Council the General Fund revenue budget for 2026/27, as summarised in Appendices A and B of the report.
- (3) To recommend to Full Council the savings proposals for 2026/27 as set out in Appendix C (i) of the report.
- (4) To note the Equalities Impact Assessments on the budget proposals, as set out in Appendices C (ii) and C (iii) of the report.
- (5) To note the report from the Budget Scrutiny Task Group as set out in Appendix D of the report.
- (6) To recommend to Full Council the Housing Revenue Account (HRA) budget and business plan for 2026/27, as set out in section 12 and appendix P of the report.
- (7) To approve the HRA rents for council dwellings, tenant service charges and garages as set out in section 12 of the report.
- (8) To approve the rents set under the Housing General Fund for Brent Housing PFI and traveller's site pitches and to note the rents for Hillside dwellings as set out in section 12 of the report.
- (9) To note the Dedicated Schools Grant, as set out in section 13 of the report.
- (10) To recommend to Full Council the changes to the existing Capital Programme in relation to additions of new schemes and reprofiling, as set out in section 14 and Appendix E of the report, and note the Capital Pipeline Schemes as detailed in Appendix F of the report.
- (11) To recommend to Full Council the use of £2.9m of unrestricted right to buy receipts for capital works to improve HRA housing and enfranchisement (renewal of leaseholds approaching expiry).
- (12) To recommend to Full Council the Capital Strategy, the Investment Strategy, the Treasury Management Strategy and the Minimum Revenue Provision Statement as set out in Appendices G, H, I and J of the report.
- (13) To recommend to Full Council the Reserves Strategy and schedule of reserves, as set out in Appendices K (i) and K (ii) of the report.
- (14) To approve, and where relevant agree to recommend to Full Council the Fees and Charges Policy and Schedule of Fees and Charges, as set out in Appendices L (i) and L (ii) of the report.
- (15) To note the results of the budget consultation, as set out in section 11 and detailed in Appendix M of the report.

- (16) To note the legal advice from the Director of Law, as set out in Appendix N of the report.
- (17) To approve the new Strategic Community Infrastructure Levy (SCIL) allocations as set out in section 14 of the report, which include an uplift of up to £4.7m to £11.2m for the College of North West London, £0.2m for a new pedestrian crossing at the junction of Willesden Lane, Cavendish Road and The Avenue and £1.8m for Carlton Vale Boulevard in South Kilburn.
- (18) To note and approve the recommendations identified for consideration by Full Council as detailed in section 2.18 – 2.38 of the report.

## 11. Approval for the Disposal of Council-Owned Commercial Properties

Councillor Benea (Cabinet Member for Regeneration, Planning & Property) introduced a report from the Corporate Director Neighbourhood & Regeneration seeking approval to dispose of three surplus council owned General Fund property interests identified as necessary to reduce financial pressures, mitigate increasing asset liabilities, and support strategic priorities outlined in the Council's Property Strategy 2024–27 and Medium-Term Financial Strategy (MTFS).

In presenting the report, Councillor Benea began by highlighting what she regarded as the prudent nature of the proposed disposals as a means of supporting the Council in being able to manage its resources responsibly, given the properties identified were either underused, vacant, or no longer required for council services, and in some cases continued to generate significant costs without delivering any demonstrable public benefit. Given the need to ensure every council asset was working in the interests of residents and maximising value, recognising the sustained nature of financial pressures being experienced by the Council, members were advised that the disposal of unproductive properties would not only allow the Council to reduce ongoing liabilities but also release capital that could be reinvested in other priorities and protecting services, supporting housing and regeneration, and strengthening the council's financial resilience.

As further assurance, members were advised that the proposals were fully aligned with the Council's Property Strategy and Medium-Term Financial Strategy with any capital receipts generated to be retained within the General Fund and used in line with agreed plans to support long-term investments with officers being delegated authority to determine the most appropriate disposal strategy for each property, ensuring the council was able to meet its statutory duty to maximise best value and respond appropriately to market conditions.

In recognising and welcoming the prudent and responsible nature of the approach outlined as a means of ensuring the best use of Council resources in a way that would not only secure value for money but also enable council assets to actively contribute towards the provision of wider support and investment in key services for residents Cabinet, having noted the exempt information contained within the appendix to the report, **RESOLVED:**

- (1) To delegate authority to the Corporate Director of Neighbourhoods and Regeneration, in consultation with the relevant Lead Member, to:

- (a) Determine the most suitable disposal strategy for each property listed in this report, including the method of sale, timing, marketing approach, and disposal structure, taking account of the Council's Property Strategy, market conditions, and the goal of achieving the best consideration.
  - (b) Agree on the final terms of each disposal, ensuring compliance with the Council's statutory obligation to obtain the best consideration reasonably obtainable, and that the terms serve the Council's overall financial and strategic interests.
  - (c) Enter into and finalise all necessary legal agreements, contracts, and ancillary documentation required to give effect to the disposals.
- (2) To note that the net capital receipts, after deducting disposal and associated costs, would be retained within the General Fund and used in accordance with the Council's Medium Term Financial Strategy and Capital Programme, as outlined in the Financial Implications section of the report.
- (3) Where the land to be disposed of constitutes, or forms part of, public open space, to delegate authority to the Corporate Director of Neighbourhoods and Regeneration to publish notices in a local newspaper for two consecutive weeks in accordance with section 123(2A) of the Local Government Act 1972, and to consider any objections received prior to a final decision being made.

## 12. **ICT Infrastructure Investment Programme 2026 -2028**

Councillor Mili Patel (Deputy Leader and Cabinet Member for Finance & Resources) introduced a report from the Corporate Director Service Reform and Strategy which presented an updated Technology Roadmap 2026-2028 for approval based on a targeted, two-year plan focusing on investment in five core areas ensuring the council could continue to deliver responsive, joined-up public services.

In introducing the report, Councillor Mili Patel began by highlighting the roadmap as the next phase in the Council's ICT Infrastructure Investment Programme reflecting the ongoing commitment towards ensuring Brent's digital infrastructure remained secure, resilient and fit for purpose and recognising the crucial importance of ICT and secure technology infrastructure for services being delivered by the Council in a digital age.

Referring to the impact of recent cyber incidents on other neighbouring councils, members were reminded of the significant and operational risk which the failure to make the necessary investment would carry in relation to the secure provision of services relied on by residents, with the two-year programme outlined focused around five key areas: modernising data centres, strengthening cyber protection, enhancing cloud infrastructure, refreshing campus networks, and improving end user experience with the investment designed to protect residents' data and improve system reliability. Members were also advised of the way in which the programme had been aligned with the Council's Digital Roadmap 2026–2028 as a means of being able to support wider transformation and savings ambitions enabling the modernising of infrastructure and streamlining of how technology was

used to deliver maximum efficiency and value for money whilst also freeing up staff resource to provide more support for residents on a face to face basis.

In recognising the importance of the investment programme in terms of strengthening the Council's digital resilience and ethical framework, business infrastructure and safeguarding essential services whilst supporting the ongoing transformation in terms of delivery and access to essential Council services, Cabinet **RESOLVED** to approve the ICT Infrastructure Capital Investment for 2026-2028 totalling £6.7m.

13. **Authority to invite tenders for care and support at six supported living sites for adults with Mental Health Difficulties**

Councillor Nerva (Cabinet Member for Adult Social Care, Public Health & Leisure) introduced a report from the Corporate Director Service Reform & Strategy regarding the procurement of care and support for six supported living sites for adults with mental health difficulties.

In presenting the report, Councillor Nerva began by highlighting the importance of the service in terms of the support being provided for some of the most vulnerable residents in the borough given the protection and stability offered through the supported living sites. Members were advised that whilst the services were not designed as permanent placements, they offered an important stepping stone to ensure that vulnerable adults had safe, structured accommodation with professional support to manage their mental health and avoid crisis or unnecessary hospital stays as part of a Recovery Model. As part of this approach, it was pointed out that providers would be expected to work alongside residents to build confidence, resilience, and connections with the local community in order to support them in being able to move on and lead more independent lives.

In noting how the Recovery approach was designed to place the individual at the centre of their own progress and supporting them in developing the skills needed to maintain their wellbeing, members were also assured in relation to the focus on co-production which had been used to assist in shaping the way the services had been developed involving a process of engagement with residents, families, advocates and partners. As a result, the views expressed by service users in relation to the importance in being able to maintain independence, meaningful activity, community connection and appropriate night support had been used to directly inform the service model identified. In addition, the benefits of the approach outlined were also highlighted in terms of value for money, with supported living recognised not only as being more cost-effective than residential mental health placements in terms of reducing reliance on high-cost institutional care but also delivering better long term outcomes for residents through the provision of targeted, recovery-focused support in a community setting with residents supported to build independence, which in turn would reduce ongoing care costs and create capacity within the system.

In welcoming the assurance provided in relation to the co-production in design of the services and way in which it was felt the procurement would enable continuity in the provision, quality and long-term sustainability of essential mental health supported living services in Brent, Cabinet **RESOLVED** having also noted the need

to ensure the approach was reflected as part of wider partnership working with local health providers towards tackling health inequalities:

- (1) To approve inviting tenders for care and support services at six supported living sites for adults with mental health difficulties separated into 2 Lots on the basis of the pre-tender considerations set out in paragraph 3.4 of the report.

The 2 Lots are set out below:

**Lot 1:**

- Mental Health Supported Living Service at 54 Braemar Avenue, Wembley.
- Mental Health Supported Living Service at 18 Saint Gabriels Road, Cricklewood.
- Mental Health Supported Living Service at 69 Craven Park Road, Roundwood.

**Lot 2:**

- Mental Health Supported Living Service at 144 The Mall Kenton.
- Mental Health Supported Living Service at 33 Essex Road Roundwood.
- Mental Health Supported Living Service at 155 Walm Lane Cricklewood.

- (2) To approve officers evaluating the tenders referred to in (1) above on the basis of the evaluation criteria set out in paragraph 3.4 section (vi) of the report.
- (3) To delegate authority to the Corporate Director for Service Reform and Strategy, in consultation with the Cabinet Member for Adult Social Care, Public Health and Leisure to award the contract for each of the 2 Lots identified in (1) above for the provision of care and support services at the six supported living sites for adults with mental health difficulties for a term of five (5) years with the option to extend by two (2) years (on a 5+2).

**14. Exclusion of Press and Public**

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

**15. Any other urgent business**

There were no items of urgent business.

The meeting ended at 11.15 am

COUNCILLOR MUHAMMED BUTT  
Chair

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## **List of Petition(s) to be presented at Cabinet - 9 March 2026:**

### **(1) Lighting at Tiverton Green**

**Lead Petitioner – Alison Durant petition contains 548 signatures.**

#### **Statement:**

We the undersigned petition the council to Install lighting along the north path of Tiverton Green

Once the clocks go back at the end of October, the north path of Tiverton Green is left in complete darkness by around 4.15pm. This creates a serious safety concern for children from Queens Park Community School (QPCS) who rely on this path to walk home to Kensal Rise having attended after-school clubs, sports activities, and rehearsals. For parents, the lack of lighting causes understandable and ongoing anxiety.

Tiverton Green is an important community space used daily by joggers, dog walkers, families, and schoolchildren. However, during the winter months its usefulness and appeal sharply decline as daylight fades. Installing proper lighting along the north path -which doesn't benefit from adjacent street lighting - would ensure the Green remains safe, accessible, and welcoming throughout the year.

Safety must be a priority—particularly in areas regularly used by children. Well-lit pathways help deter antisocial behaviour and criminal activity, improve visibility, and provide reassurance to families and other park users. Adequate lighting would also allow more children to walk and cycle home rather than rely on car pick-ups, thereby reducing unnecessary traffic and supporting healthier, more sustainable travel.

This is a straightforward, practical solution to a clearly identifiable risk. Installing lighting along the north path would demonstrate a commitment to community safety, inclusivity, and quality of life, benefiting all who currently avoid the park after dusk due to valid safety concerns.

We urge the local council to take prompt action to install lighting along the north path of Tiverton Green in order to support a safer, more welcoming community space for children, families, and residents alike.

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 <p><b>Brent</b></p>	<p><b>Cabinet</b> 9 March 2026</p>
	<p><b>Report from the Corporate Director for Residents and Housing Services</b></p>
	<p><b>Lead Member - Cabinet Member for Customer Experience, Resident Support and Culture (Councillor Promise Knight)</b></p>
<p><b>Crisis and Resilience Fund</b></p>	

<b>Wards Affected:</b>	All
<b>Key or Non-Key Decision:</b>	Key
<b>Open or Part/Fully Exempt:</b> <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	Open
<b>List of Appendices:</b>	One Appendix 1: Draft Crisis and Resilience Fund guidance
<b>Background Papers:</b>	None
<b>Contact Officer(s):</b> <small>(Name, Title, Contact Details)</small>	Collette Hamilton, Head of Resident Experience 020 8937 5739 Email: <a href="mailto:collette.hamilton@brent.gov.uk">collette.hamilton@brent.gov.uk</a>  Kirsteen Roe, Director of Resident Services 020 8937 1297 Email: <a href="mailto:Kirsteen.Roe@brent.gov.uk">Kirsteen.Roe@brent.gov.uk</a>

## 1.0 Executive Summary

- 1.1 Cabinet is asked to note the Government’s announcement of the Crisis and Resilience Fund (CRF), which will replace the Household Support Fund (HSF) and Discretionary Housing Payments (DHP) with effect from 1 April 2026.
- 1.2 Cabinet’s approval is asked to consider and approve the proposed approach for the allocation and distribution of the CRF.
- 1.3 On 11 June 2025, the Government announced that the Household Support Fund and Discretionary Housing Payments (DHP) would be replaced by the Crisis and Resilience Fund (CRF) with effect from 1 April 2026.

- 1.4 The CRF provides councils with a three-year funding settlement, aimed at strengthening local authorities' ability to respond to financial hardship while building longer-term resilience within communities. Statutory guidance for the CRF was published on 21 January 2026, setting out the objectives, eligible expenditure, and delivery expectations for local authorities.
- 1.5 This paper sets out the Council's proposed approach to the use of the Crisis and Resilience Fund, focusing on the provision of crisis support and the strengthening of resilience within local communities.

## **2.0 Recommendation(s)**

### **That Cabinet**

- 2.1 Note it is confirmed that Brent Council will receive a grant of £7.8 million from the Crisis and Resilience Fund (also referred to as CRF or the Fund). This funding is strictly ring-fenced and can only be used for the purposes set out within the fund to support households and communities experiencing financial hardship.
- 2.2 To approve the proposed approach for allocating and distributing the CRF as set out in paragraphs 7.0 – 7.24 of the report.
- 2.3 To note the proposed approach whereby the Corporate Director for Residents & Housing Services in consultation with the Lead Member for Customer Experience, Resident Support and Culture will establish such detailed criteria as may be necessary to enable appropriate allocation of funding in accordance with Recommendation 2.2 above and thereafter amend the eligibility criteria during the life time of this scheme if necessary for the reasons detailed in the report.

## **3.0 Background and Detail**

### **Cabinet Member Foreword**

- 3.1 As a council, we remain committed to supporting residents through both immediate pressures and the longer-term challenges that too many households continue to face. The introduction of the Crisis and Resilience Fund represents a significant and welcome shift towards a more preventative model of support. It enables us not only to respond quickly when residents are in crisis, but also to build stronger foundations that help prevent hardship from happening in the first place. By focusing on early intervention, income maximisation and neighbourhood-based support, we can ensure that help reaches people when they need it most, while strengthening resilience across our communities
- 3.2 This report sets out how we will use the Fund to deliver practical, targeted assistance supporting families with the essentials, preventing homelessness, enhancing access to advice, and working closely with our voluntary and community partners. It also outlines how we will invest in the systems, skills and local partnerships needed to create a more coherent, preventative offer for the

future. Our aim is clear: to provide timely support, reduce inequalities, and help residents feel more secure and better able to thrive.

- 3.3 The DWP advised that the new Crisis and Resilience Fund will be supported by £1 billion per year over the multi-year period (from April 2026 to March 2029). Of that total, £842 million a year has been allocated specifically to local authorities in England.
- 3.4 The CRF aims to provide an effective safety net for low-income households experiencing financial shock and hardship while simultaneously investing in longer-term financial resilience at individual and community level.
- 3.5 The Fund is designed to go beyond short-term crisis intervention by placing a strong emphasis on building financial resilience and reducing future reliance on emergency support. The DWP has been clear that prevention must be at the forefront of the Fund. In line with this direction the CRF prioritises preventative and early-intervention approaches that address the underlying drivers of financial hardship, such as low income, debt, insecure housing, and barriers to employment.

#### **4.0 Alignment with Brent's Prevention Delivery Model**

- 4.1 The Fund represents a welcome shift in national policy towards strengthening resilience alongside crisis response, enabling councils to invest in preventative, early-intervention approaches that reduce future demand for emergency support. This approach is strongly aligned with Brent's existing delivery model, building on the established work of the Council's community hubs, community wellbeing service, and the Council's commitment to accessible neighbourhood support.
- 4.2 The Crisis and Resilience Fund provides an opportunity to consolidate and further develop this neighbourhood support approach, strengthening local partnerships, supporting residents to manage financial shocks, and embedding resilience within communities, while continuing to ensure timely support is available for households facing immediate hardship.

#### **5.0 Funding Allocation**

- 5.1 Brent's CRF allocation is £7,793,104.94 per annum (2026/27 and 2027/28), reducing to £7,580,924.97 in Year 3 (2028/29).
- 5.2 This compares favourably to funds received in 2025/26, when Brent received £4.9m through the Household Support Fund and £1,620,155 for DHP (a total of just over £6.5m). The Council is forecasting full expenditure of the DHP and HSF allocation by 31 March 2026; this is anticipated to support approximately 21,795 households in crisis.
- 5.3 The housing support allocation of the CRF is confirmed at £1,620,155 and is included within the total £7,793,104.94 allocation for Year 1 (2026/27). This total includes £180,160.97 for housing administration costs. The same allocations

apply in Year 2 (2027/28). In Year 3 (2028/29), the housing support allocation within the CRF reduces to £1,588,136, with no separate housing administration budget allocated.

## **6.0 Delivery Principles and Flexibilities**

- 6.1 For Year 3, DWP guidance allows authorities to adjust the Housing Payment allocation of £1,588,136 by up to +/-20% compared to the indicative amount to respond to local housing needs. This flexibility applies only in Year 3 and does not represent an annual adjustment; authorities retain discretion to allocate funds across other CRF components Crisis Payments, Resilience Services, and Community Coordination based on local priorities, with the DWP encouraging a stronger emphasis on preventative support to reduce reliance on crisis intervention.
- 6.2 Local Authorities have flexibility to identify households in need, using the data and information available to them. Our approach is guided by a clear, documented policy outlining eligibility criteria and how households can access support. Authorities can also use the DWP's Searchlight portal and relevant Universal Credit data to inform decision-making. This approach is already embedded in the Council Household Support Fund arrangements, where we used the same data-led framework and partnership working to ensure timely support for vulnerable households.
- 6.3 Authorities are also encouraged to work with partners, including voluntary and community organisations, to ensure the needs of vulnerable households are fully addressed. This approach is already embedded in the Council Household Support Fund arrangements, where a clear framework and partnership working are in place to support residents in need.
- 6.4 The Crisis and Resilience Fund must be spent or committed by 31 March 2029 which is within the defined fund period. The DWP guidance confirms that support can be delivered through a range of mechanisms, including cash-first payments (such as bank transfers and cash-out vouchers), vouchers and in-kind provision of goods, and can be made directly to individuals or, where appropriate, to third parties. Irrespective of the method chosen, authorities are expected to adopt a cash-first, needs-based approach and evaluate and mitigate associated risks, including the risk of fraud and misuse, through proportionate controls. Again, this approach is already embedded in the Council Household Support Fund approach.
- 6.5 The Fund is designed to provide timely, flexible support to households experiencing financial hardship. This includes assistance with basic living costs such as food, utilities, and essential household items; housing-related support, including rent shortfalls, arrears, or Discretionary Housing Payment support; and immediate needs through cash-first payments, vouchers, or direct provision of goods and services.
- 6.6 The Fund also prioritises targeted assistance for vulnerable groups, including households with children, disabled residents, or those at risk of homelessness,

and supports preventative interventions aimed at reducing the likelihood of repeated crises and building longer-term household resilience.

- 6.7 The DWP guidance does not prescribe specific percentages for how the Crisis and Resilience Fund should be allocated across the four components. Authorities retain discretion to distribute funding between Crisis Payments, Housing Payments, Resilience Services and Community Coordination, with only an expectation to maintain historic Housing Payment levels in Years 1 and 2 and to devote a significant but locally defined proportion of funding to building financial resilience. However, the DWP has been clear that the overarching purpose of the Fund is to prevent households from falling into crisis in the first place. Prevention and early intervention are therefore central to the Fund's intent, and allocations should reflect this priority.
- 6.8 The CRF guidance clearly states the Fund is classified as Local Welfare Provision (LWP) and may be used to enhance existing Local Welfare Assistance (LWA) schemes. In Brent, the LWA is delivered through the Council's Resident Support Fund which continue to play a vital role as established discretionary mechanisms for providing crisis support. However, the CRF is not intended to replace existing LWA schemes, but to complement and strengthen them.
- 6.9 Authorities should consider household circumstances when making decisions on CRF support. Households may be receiving other forms of assistance, and this should be taken into account to avoid duplication where possible. However, families receiving other support are not automatically excluded from receiving assistance through the CRF.
- 6.10 The CRF allows local authorities to provide crisis support regardless of immigration status where support is delivered under statutory duties, including safeguarding children, meeting adult care needs or protecting public health. In these circumstances, Crisis Payments may be lawfully made to people with No Recourse to Public Funds using alternative legal powers, while remaining aligned with the Fund's cash-first, needs-based and person-centred principles.
- 6.11 For context, in 2025/26 the Council received funding under the Household Support Fund (HSF). During that year, the total funding of approximately £4.9 million was allocated across a range of initiatives to support residents facing financial hardship, including crisis support, food provision, debt and immigration advice, employment and skills support, and community wellbeing services.

## **7.0 Proposed Use of the Fund**

- 7.1 The proposed approach for the CRF will focus on the four key strands outlined in the guidance: crisis support, housing-related support, resilience, and prevention. Crisis support will provide timely assistance to households experiencing urgent financial or social needs, helping to prevent situations from escalating into full crisis. Housing-related support will target early intervention for residents at risk of homelessness, including assistance with rent arrears, deposits, and other housing-related costs, alongside tenancy sustainment

advice and advocacy. Resilience initiatives will strengthen households and communities to reduce future demand on statutory services through partnership working with voluntary and community sector organisations, while prevention will embed early, preventative approaches to ensure residents receive support at the earliest opportunity and reduce the likelihood of issues escalating.

7.2 This will be delivered through the following phases of activity:

7.2.1 **Phase 1 (from 1 April 2026)** will ensure all existing schemes are brought under the CRF, aligned with the new guidance, and allocations agreed as set out in this paper.

7.2.2 **Phase 2 (April-October 2026)** will strengthen delivery models through targeted investment in IT and scaling early intervention activity using a 'test and learn' approach, building on work such as neighbourhood initiatives and household income maximisation.

7.2.3 **Phase 3 (October 2026-March 2027)** will develop more detailed proposals for Years 2 and 3, focusing on targeting funding towards interventions that build longer-term resilience and reduce future demand for crisis support, ensuring continuity of support while new approaches are progressed

7.3 More detail about Fund allocations across each of the key strands (crisis, housing and resilience are set out below).

### **Crisis**

#### **Resident Support Fund proposal for 26/27**

7.4 It is proposed that at least £1,564,098.99 of the Crisis & Resilience Fund is allocated to the Council's Resident Support Fund equivalent to 2025/2026 allocation, to provide timely support to residents experiencing financial hardship. This will include assistance with food, energy, water, housing-related costs, and other essential household needs. Support will be delivered in line with CRF guidance, using existing mechanisms, eligibility criteria, and local discretion to ensure households in genuine need are prioritised. Over time, the Council will seek to reduce reliance on reactive crisis support by strengthening preventative and resilience-building interventions, with the aim of reducing future demand for emergency assistance while continuing to protect the most vulnerable households.

7.5 In addition, £200,000 funding will be used to make targeted improvements to existing processes and systems to strengthen case management and management information reporting, enabling a more efficient process of providing accurate CRF returns to the DWP. This will enable better identification and tracking of household interactions, support a more joined-up and preventative approach, and improve the speed and quality of CRF reporting to the DWP. This investment is solely to meet the specific monitoring and reporting

requirements of the CRF, including enhanced Management Information returns to the DWP, and does not form part of the Council's wider digital strategy.

### **Free School Meals Holiday Vouchers**

- 7.6 It is proposed that the CRF be used to continue providing free school meal (FSM) vouchers to eligible children during school holidays. Support will be offered over 13 weeks across the year covering Easter, Summer, October half-term, Christmas, and February half-term holidays. This initiative ensures that children from low-income households continue to receive nutritious meals when schools are closed, helping to alleviate food insecurity and reduce household financial pressures. The scheme builds on the Council's experience with the Household Support Fund, using existing eligibility criteria and delivery mechanisms to ensure that support reaches those most in need in a timely and efficient manner. An allocation of £ 2,180,490 will be provided to deliver this initiative and will be reviewed annually.

### **Immigration Support Services**

- 7.7 Funding to continue to be used to provide targeted support for residents with immigration-related needs, including those with No Recourse to Public Funds (NRPF) where there is a genuine care need. This support will ensure that vulnerable individuals and families, including those with serious health conditions or children at risk, can access essential household support, advice, and guidance, in line with CRF principles. By offering tailored assistance, the Council can help mitigate financial hardship, prevent escalation into crisis, and ensure that support is provided equitably and in accordance with eligibility criteria, while working closely with partner organisations to reach those most in need. An allocation of £53,200 will be provided to deliver this initiative from 1 April 2026 – 31 March 2027.

### **Housing-Related Payments**

- 7.8 For Year 1 (2026/27) of the CRF, the Housing Payment allocation has been fully determined in line with DWP guidance, with no discretionary options for adjustment. The Council allocation of £1,620,155, together with the associated Housing administration budget of £180,160.97, will provide direct support to residents experiencing housing-related financial hardship, including rent shortfalls, arrears, and other costs that could place households at risk of crisis or homelessness.
- 7.9 In Year 2 (2027/28), the allocation for Housing Payments continues to be maintained at equivalent levels to 2025/26 Discretionary Housing Payments, as stated by the guidance, ensuring continuity of support.
- 7.10 From Year 3 (2028/29), Housing Payment funding will be provided through the CRF as part of a phased transition, with councils expected to spend broadly in line with their allocation, while retaining some flexibility to reflect local needs. The CRF is a ring-fenced multi-year grant that must be spent within the funding period; there is no provision for automatic carry-forward of unspent allocations

beyond the financial year, and any underspend at the end of Year 3 may be subject to recovery.

- 7.11 A new Housing Payment Policy, developed in partnership with Housing Services, will be introduced from 1 April 2026. The new policy will seek to further strengthen the Council's approach to homelessness prevention and tenancy sustainment. This presents a clear opportunity to enhance early-intervention support, targeting assistance more effectively to reduce the risk of households entering or remaining in temporary accommodation. The new policy will replace the previous DHP policy and align housing-related financial support with the Council's wider homelessness prevention objectives.
- 7.12 In addition, we are proposing to use £100,000 from the CRF to address gaps in homelessness prevention and early intervention. This aligns with the Council's Preventing Homelessness Programme, recognising that timely support can prevent households from entering crisis and reduce longer-term demand on statutory homelessness services. Funding will support partnership working with voluntary and community sector organisations that specialise in housing advice, tenancy sustainment, mediation, and support for residents at risk of homelessness. This includes early help with housing-related costs, advocacy, and practical support to resolve issues before they escalate. By strengthening collaboration with specialist partners and embedding preventative approaches within neighbourhood and Hub-based services, the Council aims to reduce homelessness risk, support tenancy stability, and improve long-term resilience for vulnerable households, in line with CRF guidance.

### **Resilience**

- 7.13 In addition to effective crisis responses, the new guidance requires a significant focus on building resilience in local communities and households. This includes greater emphasis on accessible preventative support, early intervention across the multiple factors that typically interact with income insecurity and debt, and reducing repeated reliance on crisis assistance. This aligns with Brent's approach to date and investments are proposed across several key initiatives that are established and / or underway.

### **Well & Warm**

- 7.14 It is proposed that funding from CRF be allocated to continue and evolve the Well and Warm Scheme, which supports older and vulnerable residents adversely affected by ongoing high utility costs. Delivery will continue through community hubs, wellbeing community hubs, and other trusted partners across the borough. The scheme helps residents keep their homes warm, particularly during the winter months, reducing the risk of fuel poverty and associated health impacts. Delivery will continue in partnership with Green Doctors, who provide residents with a free consultation and expert advice on energy efficiency and household energy management. The proposed allocation of £40,000 will ensure continuity of provision and alignment with the CRF's objective to provide timely, flexible support that addresses both immediate household needs and longer-term resilience.

## **New Horizon / Community Wellbeing Service**

- 7.15 The Crisis and Resilience Fund will continue to support Sufra by sustaining the assistance previously provided through the Household Support Fund. This includes £400,000 in funding for Sufra's work at the New Horizon Centre, where a community shop operating on a membership model is delivered alongside free meals and a wraparound offer. The service provides weekly food support, advice and guidance, and practical assistance to help residents access welfare, housing, and employment services. Maintaining and strengthening this partnership will ensure continuity of provision, enable targeted support for vulnerable households, and leverage Sufra's local expertise and integrated service delivery to provide timely and effective crisis support in line with CRF guidance.

## **Debt Advice Support**

- 7.16 It is proposed that funding from the CRF be allocated to continue and expand debt advice support for Brent residents. £100,000 is proposed for Citizens Advice and £40,000 for the Sheriff Centre, enabling both organisations to provide timely guidance on debt management, budgeting, and financial resilience. This support will help residents navigate financial difficulties, access entitlements, and reduce the risk of crisis escalation, in line with the CRF's Resilience Services strand, which prioritises interventions that strengthen household financial stability and prevent repeated hardship.
- 7.17 An additional allocation of £65,000 is proposed to further strengthen these services, enabling more residents to access debt advice and support, build long-term financial resilience, and reduce reliance on the Resident Support Fund. Residents receiving crisis support will be encouraged to engage with accredited debt advice and money management services and will be required to provide evidence of this engagement before being eligible to apply again to the Resident Support Fund, helping households move towards greater financial stability.
- 7.18 An allocation of £100,000 is proposed to continue support for the Credit Union in providing affordable financial services to residents. This includes access to low-cost loans, savings schemes, and financial advice, helping households to avoid high-interest debt and reduce reliance on high-cost credit providers. By supporting the Credit Union, the Council can promote financial inclusion, improve household budgeting, and enhance longer-term financial resilience, in line with the CRF's objective to provide both immediate support and preventative interventions that reduce repeated financial crises.

## **Employment**

- 7.19 It is proposed that £100,000 from the CRF will be used to support employment and work-readiness interventions for residents experiencing financial hardship, recognising that sustainable employment is a key factor in building long-term resilience and reducing reliance on crisis support. Funding will enable targeted

assistance such as employability coaching, skills development, CV and interview support, digital inclusion, and guidance on in-work benefits to ensure residents are better able to access and sustain employment. This preventative approach complements other CRF interventions, including income maximisation and debt advice, and supports residents to move towards financial independence, improved household stability, and reduced risk of repeated crisis.

### **Household Income Maximisation**

- 7.20 It is proposed that £350,000 from the Crisis and Resilience Fund is allocated to support the delivery of a data-led household income maximisation approach. This proposal aligns with the DWP Crisis and Resilience Fund guidance, which places a clear emphasis on prevention, early intervention and reducing repeat demand on crisis support. The Council is already procuring the LIFT tool, which brings together multiple datasets to identify households that may be missing out on financial entitlements. In line with CRF guidance on early intervention and prevention, investing in proactive engagement with financially vulnerable residents to support them to claim unclaimed benefits and access wider support. The model will combine wider campaigns to raise awareness of support available with case managed proactive engagement with individual households that are identified as being financially vulnerable. The aim of this approach will be to increase household income, reducing financial pressures, and preventing future crises, while complementing the wider work of the Hub team.

### **Building Neighbourhood Community Resilience**

- 7.21 One of the key CRF outcomes is strengthening neighbourhood level support networks. As stated in the guidance “this includes strengthening resilience networks within local communities, that in turn boost the financial resilience of individuals within these communities”. Therefore, in addition to the specific initiatives already set out, it is proposed that £150k is allocated to enable locally rooted VCSE organisations to play an enhanced role in building community capacity and resilience. This investment will support VCSE partners to coordinate across different community groups, strengthening referral pathways, and delivering more preventative support that reduces escalation into crisis.
- 7.22 This funding will prioritise organisations with strong neighbourhood presence and trusted relationships, recognising that these partners are often best placed to identify emerging need early, engage residents who may not approach statutory services, and provide culturally competent, community-led support. By investing in local infrastructure and coordination, the Council will strengthen collective capacity rather than create parallel services.
- 7.23 This proposal directly supports the wider neighbourhood model by Brent Health and Wellbeing Board in January 2026, which sets out an ambition to strengthen how all organisations and teams work together in neighbourhoods alongside communities. There are significant benefits in local VCSE organisations participating in integrated neighbourhood teams alongside the Council, NHS

and other agencies. As ever-present anchors within neighbourhoods, they can bridge gaps between communities and formal services, improve trust and accessibility and enable residents and communities to build their own capacity and resilience. This investment approach strengthens collaborative working with communities and embeds co-production at a local level. By Year 2 of the CRF programme, this will support the development of a more mature and integrated neighbourhood model, one that moves beyond transactional crisis response towards shared ownership of prevention, early intervention and long-term financial resilience.

### **Administration Costs**

7.24 An administration budget of £730,161 is required to support the effective delivery of the Resident Support Fund and Housing Payments. Of this total, £180,160.97 relates specifically to Housing administration costs, which have been clearly stipulated by the DWP. The remaining balance supports the administration of the wider Resident Support Fund. This will fund a dedicated Team Leader and the management, supervision, and operational oversight of 11 staff responsible for processing applications, undertaking eligibility checks, and ensuring timely and accurate payments. The allocation will ensure appropriate capacity, consistency of decision-making, strong financial controls, and compliance with audit and reporting requirements, while supporting timely support to residents and mitigating the risk of error, delay, or fraud.

## **8.0 Financial Considerations**

8.1 In 2026/27, the Household Support Fund has been merged with the Discretionary Housing Payments into the consolidated Crisis and Resilience Fund. Brent's allocation from the Crisis and Resilience Fund is £7.8m, an increase of £1.3m (19%) when compared to the 2025/26 allocation.

The table below outlines the confirmed allocation of the Household Support Fund (HSF) for 2025/26 alongside the proposed allocations for the Crisis and Resilience Fund (CRF) for 2026/27.

<b>Costs (26/27 expected)</b>	<b>HSF Costs 2025/2026</b>	<b>Expected Programme Costs (26/27 expected)</b>
Housing Payment	Covered within DHP allocation	£1,620,155
Funding for CRF and RSF payments (All households – top up the Resident Support Fund and provide ongoing reactive crisis support through the online application process.	£1,565,482	£1,564,099
School Holiday Vouchers (13 weeks 11182)	2,077,140	£2,180,490
Sufra CWS contract	£400,00	£400,000

Grant for debt advice provision (CAB started December 2024, 3 years plus 1 plus 1) Additional £65,000	£100,000	165,000
Sheriff Centre debt advice	£40,000	£40,000
Grant for immigration advice provision	£53,200	£53,200
Grant for Additional food support initiatives <b>Budget not utilised for 2025/2026</b>	£10,000	
Well and Warm <b>Budget not fully utilised for 2025/2026</b>	£136,00	£40,000
Top up for Credit Union loan fund	£100,000	£100,000
Income Maximisation Project		£350,000
Employment	£20,000	£100,000
Preventing Homelessness (Resilience)		£100,000
Neighbourhood Community Resilience		£150,000
Administration costs <b>Inclusive of £180,160.97 Housing Admin</b>	£400,000	£730,161
IT Enhancement		£200,000
<b>Total</b>	<b>£4,901,822</b>	<b>£7,793,105</b>

8.2 If the authority fails to comply with any of the conditions set out in this guidance or the Grant Determination, or if any overpayment is made under this grant, or any amount is paid in error, or any unspent funding at the end of Year 3 is not returned, the Minister may reduce, suspend or withhold grant payments, or require the repayment of the whole or any part of the CRF grant monies paid. There is no match funding required for this grant.

8.3 Authorities must comply with DWP's reporting and MI requirements. This includes submitting an annual delivery plan and providing MI returns on a six-monthly basis signed by the s151 officer.

## 9.0 Legal Considerations

9.1 The funding for the Crisis and Resilience Fund ("CRF") is being provided by the Department of Work and Pension which is being distributed to Councils. The funding is to be distributed by March 2029 to support households and communities experiencing financial hardship, which include housing related payments, welfare payments and immediate assistance for financial and social needs.

9.2 Officers have proposed that the Corporate Director of Residents and Housing Services in conjunction with the Lead Member for Customer Experience, Resident Support and Culture establish such detailed criteria as may be necessary to enable appropriate allocation of the funding.

9.3 The new allocation of the CRF funding will run from the 1 April 2026 to 31 March 2029 and the funds must be spent or committed by the 31 March 2029. Given

the value of the CRF allocation to the Council of £7.8m over three years, decisions by the Corporate Director of Residents Service and Housing regarding the distribution of funds and the eligibility criteria for its distribution will be classed as a Key Decision.

- 9.4 Officers will need to have regard to Subsidy Control regime in relation to any arrangements entered into for the distribution of the CRF.
- 9.5 As the Council will be an accountable body in respect of the grant funding and in accordance with section 9 of the table at 9.5 of Part 3 of the Constitution and Financial Regulation 8.2 of Part 2 of the Constitution, the Corporate Director of Residents Service and Housing must ensure that the objectives of the grant are consistent with the Council's objectives and priorities in accordance with Financial Regulation 9.1.2. The distribution of the CRF must only be used to provide support to household as defined within the grant conditions as set out by the Department of Work and Pensions.

## **10.0 Equity, Diversity & Inclusion (EDI) Considerations**

- 10.1 The Public Sector Equality Duty, as set out in section 149 of the Equality Act 2010, requires the Council, when exercising its functions, to have "due regard" to the need to eliminate discrimination, harassment and victimisation and other conduct prohibited under the Act, to advance equality of opportunity and foster good relations between those who have a "protected characteristic" and those who do not share that protected characteristic. The protected characteristics are: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation. The Council also internally recognises care experience and socio-economic status as protected characteristics.
- 10.2 The proposed funding allocations within the CRF are expected to have a positive impact on advancing EDI. The allocations specifically target groups who are disproportionately affected by financial hardship, including low-income households, residents with disabilities, families with children, residents with No Recourse to Public Funds, older people, and those at greater risk of homelessness. The programme is also aligned with the Council's voluntary adoption of the socioeconomic duty, supporting efforts to reduce inequalities linked to socioeconomic disadvantage. Overall, the funding supports both crisis intervention and longer-term resilience building, helping to reduce structural barriers to financial stability and improve equitable access to support across Brent's diverse communities. -income households, residents with disabilities, families with children, residents with No Recourse to Public Funds, older people, and those at greater risk of homelessness. The programme is also aligned with the Council's voluntary adoption of the socio-economic duty, supporting efforts to reduce inequalities linked to socioeconomic disadvantage. Overall, the funding supports both crisis intervention and -longer term resilience building, helping to reduce structural barriers to financial stability and improve equitable- access to support across Brent's diverse communities.

- 10.3 Equality impacts will continue to be monitored through implementation. Programme changes such as the proposed eligibility requirement for evidence of engagement with debt advice services before residents can re-apply to the Resident Support Fund (para 8.11) may require an Equality Impact Assessment. We will complete an EIA as necessary to ensure that any potential differential impacts on protected groups are clearly identified and appropriately addressed.
- 10.4 In addition, planned improvements to case management and data systems (para 8.2) will enhance the Council's ability to collect and analyse EDI data across CRF interventions. This increased level of insight will help to support more targeted and inclusive service design and improve monitoring of outcomes for protected and vulnerable groups.

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

- 11.1 None

## **12.0 Human Resources/Property Considerations**

- 12.1 An administration budget of £730,161 is required to support the effective delivery of the Resident Support Fund and Housing Payments. This will fund a dedicated Team Leader and the management, supervision, and operational oversight of 11 staff responsible for processing applications, undertaking eligibility checks, and ensuring timely and accurate payments. The allocation will ensure appropriate capacity, consistency of decision-making, strong financial controls, and compliance with audit and reporting requirements, while supporting timely support to residents and mitigating the risk of error, delay, or fraud.

## **13.0 Communication Considerations**

- 13.1 The statutory purpose and direction of the CRF will be made clear across all residents facing and stakeholder facing communications. It will be reiterated that the fund is deliberately structured to move beyond emergency payments, prioritising financial resilience, early intervention, income maximisation, and prevention.
- 13.2 This narrative will be consistent across all channels, so residents, partners, and staff understand that the CRF is not just emergency cash but a broader safety net plus prevention framework.

Clear guidance, simple scripts, low burden processes, and training for staff will be developed that can be delivered to staff.

**Report sign off:**

**Thomas Cattermole**

Corporate Director, Residents and Housing Services

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# The Crisis and Resilience Fund: Guidance for local authorities in England (1 April 2026 to 31 March 2029)

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## Glossary

Term	Definition
<b>Accessibility</b>	Services are flexible and easy to access. Information is straightforward and promoted in a variety of ways and formats, including to serve both the digitally included and excluded. See paragraphs 157 to 162 for detail.
<b>Budget maximisation</b>	Activities that make an individual’s budget go further – such as services that support debt reduction or initiatives that decrease expenditure.
<b>Cash-first</b>	Prioritising digital or physical cash payments when providing Crisis Payments (including bank transfers, cash-out vouchers such as through PayPoint, Post Office and ATMs).
<b>Charitable food aid</b>	Charitable help with food for free or at very low cost for people experiencing financial or food insecurity. Providers include food banks, food pantries, social supermarkets and food clubs.

<b>Term</b>	<b>Definition</b>
<b>Crisis Payment</b>	Payment delivered through a cash-first approach to provide support to those in crisis.
<b>Emergency Food Parcels</b>	Provision of emergency food bundle that covers at least three-days of meals.
<b>Essential furniture and appliances</b>	Crisis Payments can be used for essential furniture and appliances such as: bed, bedding and mattress; table and chairs; sofa and/or easy chairs; wardrobe/drawers; carpets or flooring in living rooms and bedrooms; curtains or blinds; washing machine; refrigerator and freezer; cooker/oven.
<b>Financial capability</b>	The ability to manage money effectively, encompassing the knowledge, skills and confidence to handle both daily and long-term financial needs, and to build resilience against financial shocks.
<b>Financial resilience</b>	The ability of individuals to withstand and recover from financial shocks.
<b>Financial shock</b>	A sudden, unexpected expense or drop in income.
<b>Housing Payment</b>	Providing financial support to those entitled to a qualifying benefit who face a shortfall in meeting their housing costs.
<b>Income maximisation</b>	Activities that increase an individual's income, such as benefit checks or employment advice.
<b>Income smoothing</b>	Activities that support individuals to manage flux in their income or expenditure, such as increasing savings, access to affordable credit or appropriate insurance take-up.

Term	Definition
<b>Material Deprivation</b>	A direct measure of poverty derived from the lack of items and activities deemed to be necessary for an acceptable standard of living. See the <a href="#">Summary: Review of the UK Material Deprivation Measures</a> for further information.
<b>Needs-based</b>	An approach to delivering crisis support that recognises the varied circumstances that individuals may experience before, during and after a crisis. In adopting a needs-based approach to crisis support, the focus is to identify and address underlying needs rather than just the crisis symptoms presented.
<b>Person-centred</b>	An approach that ensures that peoples' preferences, needs and values stay central to professional decisions; providing support that is respectful to them.
<b>Priority Debt</b>	Debts which have serious consequences for non-payment. This could include rent, mortgage, gas, electricity or owing money to government bodies (unpaid court fines, income tax or National Insurance).
<b>Resilience Services</b>	The services, programmes and activities that support individuals to build financial resilience.
<b>Trauma</b>	Trauma is what happens when something overwhelms our ability to cope, process or feel safe. It's not just about what happened but about how it was experienced – the loss of control, safety, trust or connection. Trauma can come from one big event, many smaller ones over time or ongoing situations that wear a person down. It can affect how

Term	Definition
	<p>someone feels, thinks and reacts, even long after the situation has passed.</p>
<p><b>Trauma Informed Approach</b></p>	<p>The Trauma Informed Approach recognises the extensive and continuing impacts that trauma may have on an individual's life. The impacts of trauma, some of which may not be obvious or disclosed, can make interacting with services a difficult and potentially retraumatising experience. The Trauma Informed Approach aims to avoid and mitigate this risk whilst creating a safe and empowering environment for all colleagues and customers. The six principles of trauma-informed practice: Safety; Trust; Choice; Collaboration; Empowerment; Cultural consideration.</p>
<p><b>Voucher</b></p>	<p>A pre-paid physical or digital alternative to cash that can only be redeemed for goods or services at specified outlets, such as supermarkets, local shops, other retail venues or through online shopping platforms.</p>
<p><b>Warm referrals</b></p>	<p>Where someone is referred by one organisation or service to another with a focus on ensuring a smooth transition. Sufficient and accurate information is also provided, with informed consent, as part of the referral to prevent people from having to explain their circumstances and needs on multiple occasions</p>

## Introduction

1. The Crisis and Resilience Fund (CRF) (“The Fund”) has been made available to local authorities (LAs) in England to support low-income households who encounter a financial shock and to support activity that builds individual and community financial resilience. This funding covers the period of 1 April 2026 to 31 March 2029 inclusive (“The Fund Period”). This includes specified funding for housing support.
2. As with the rest of The Fund, the Housing Payment element will commence from April 2026 and replaces Discretionary Housing Payments (DHPs). A phased transition will apply to Housing Payments as set out in paragraphs 47 to 49.
3. The Fund is classified as Local Welfare Provision (LWP) and could be used to enhance existing Local Welfare Assistance (LWA) schemes. However, it is not intended to replace existing LWA schemes, which play an important role as established discretionary crisis support mechanisms.
4. This guidance sets out the objectives, framework and required collaboration between the Department for Work and Pensions (DWP) and County Councils, District Councils and Unitary Authorities (including Metropolitan Councils and London Boroughs), hereafter referred to as “Authorities”, including their delivery partners (such as any voluntary and community sector organisations) to successfully meet the policy intent. It also provides the framework that Authorities need to work within the arrangements for distribution of funding and reporting requirements.
5. The CRF is a consolidated revenue grant that will be delivered through the Local Government Finance Settlement from the financial year ending (FYE) March 2027. The Ministry of Housing, Communities and Local Government is providing funding to Authorities under Section 31 of the Local Government Act 2003, to administer The Fund. Authorities have discretion on exactly how this funding is used within the scope set out in this guidance and the Grant Determination Letter (“the Grant Determination”). This is a new grant subject to its own grant conditions as is set out in the Grant Determination. This guidance applies to Authorities in England only.

## Objectives and key principles

6. The primary objective of The Fund is to both provide a safety net for those on low incomes who encounter a financial shock and to invest in building local financial resilience to enable individuals and communities to better deal with crises in the long-term, reducing crisis need.

7. Within the CRF, Authorities are encouraged to invest in 'Resilience Services' that contribute towards improving the financial resilience of individuals. Financial resilience refers to the ability of individuals to withstand and recover from financial shocks – such as sudden income loss or unexpected expenses. The purpose of building financial resilience is to enable individuals to better manage future financial shocks and reduce the need for crisis support. A number of factors can contribute to, or impact, financial resilience. These can include:

- income, savings and debt
- housing insecurity
- physical disability, learning disability, mental health condition or wellbeing
- caring responsibilities
- financial literacy
- digital exclusion
- community support and social networks
- access to income smoothing tools, such as affordable credit and insurance.

8. The Fund will focus on three main outcomes:

- **Outcome 1: Provision of effective crisis support.** Delivering effective crisis support is intended to prevent the occurrence or escalation of individuals' crises. By offering timely, needs-based assistance to those with low incomes facing financial shocks, Authorities can reduce the risk of crisis need. This includes the provision of financial support towards housing needs, to those who face a shortfall in meeting their housing costs.

- **Outcome 2: Improving individuals' financial resilience.** By strengthening financial resilience among individuals, Authorities empower citizens to better manage financial shocks and mitigate the occurrence, recurrence and escalation of crises.

- **Outcome 3: Bolstering the local-level support landscape.**

A joined-up, visible local support network is key to the CRF's approach to build financial resilience. This includes strengthening resilience networks within local communities, that in turn boost the financial resilience of individuals within these communities. This coordination enables a suitable range of Resilience Services to exist within a local area and ensures there are clear referral pathways between them and crisis support. Through this effective join-up of local support services, Authorities can expect those seeking crisis support to be appropriately referred to services that build their individual financial resilience.

9. When administering The Fund, Authorities should adopt the following principles to deliver CRF schemes that are:

- **Person-centred** to ensure that people's preferences, needs and values stay central to professional decisions, providing support that is respectful to them.
- **Needs-based** to recognise the varied circumstances that individuals may experience, seeking to meet the underlying needs, not just the crisis symptoms.
- **Holistic** to provide integrated support that helps the individual and their households, with Authorities considering the wide range of services and actions they have access to.
- **Encompass a no wrong door approach** to connect individuals to the right service and support through warm referrals, regardless of their initial point of contact.

- **Trauma informed:** Authorities should adopt a Trauma Informed Approach when working with people and families in crisis, considering the six principles of [trauma-informed practice](#).

## Crisis and Resilience Fund Strands

10. Authorities must allocate the CRF funding across the following CRF components:

- **Crisis Payment:** Providing support to those in crisis.
- **Housing Payment:** Providing financial support towards housing needs, to those who face a shortfall in meeting their housing costs.
- **Resilience Services:** Funding for services delivered by Authorities or external providers to improve financial resilience.
- **Community Coordination:** Investment in activities that connect and enhance the local support landscape.

11. The exact proportions of how The Fund is allocated between these components are at the Authority's discretion and may vary between years. In Year 1 (the FYE March 2027) and Year 2 (the FYE March 2028), Authorities are expected to maintain existing levels of spending on Housing Payments, using the FYE March 2026 allocations for DHPs as a guide. From Year 3 (the FYE March 2029), District Councils will no longer receive an allocation for The Fund. Instead, all the CRF funding will be distributed to Unitary Authorities (and County Councils that continue to operate in the FYE March 2029). **Annex E** outlines the amounts each eligible Authority is expected to spend on Housing Payments in the FYE March 2029. Authorities are expected to consider a tolerance of a 20% increase or decrease to these expected spending levels.

## Crisis Payment

12. Each Unitary Authority and County Council must deliver a CRF Crisis Payment scheme that offers payments to individuals in crisis. **Authorities must name their**

schemes as 'Crisis Payment'. Authorities should allocate their budgets accordingly to aim for Crisis Payments to be available all-year round. Crisis Payment schemes will be cash-first and operated primarily on an application-basis. Authorities must adopt a needs-based approach that seeks to address underlying needs alongside provision of immediate support.

13. Authorities must use the CRF to offer support to low-income households to:
  - individuals who have experienced financial shock. A financial shock is a sudden, unexpected expense or drop in income, that can place pressure on their budget and wellbeing, or
  - prevent individuals from entering crisis. Providing timely support so that people can manage pressures, maintain control and avoid being pushed into crisis or prevent crises from escalating.
14. It is important to note that Crisis Payments are intended to meet occasional or short-term needs and cannot provide an alternative source of regular income. Authorities should seek to support applicants who are ineligible for Crisis Payments through Resilience Services.
15. In deciding whether to award a Crisis Payment, Authorities should consider a crisis as a circumstance of pressing need which requires immediate action to prevent or remedy negative outcomes. This could include, but is not limited to, people going without material essentials such as food, shelter, heating, essential items such as furniture and appliances or services such as water or energy. The cause or preventability of the crisis is not considered a relevant factor.
16. A financial shock, such as a car or household appliance breaking down, a bus route being cut or an unexpected bill, can be the tipping point that leaves a household in crisis. Well-timed and effective crisis support, delivered through a cash-first approach, can prevent a financial shock creating or escalating a crisis.
17. There is no prescriptive list which provides a comprehensive definition of the type of crisis that causes a financial shock. It is at the Authority's discretion to determine whether an individual's situation constitutes a crisis, but it may include:

- disasters - these will normally be unforeseen and result in significant damage to, or loss of, possessions or property, such as a serious flood or fire, gas explosion or a chemical leak.
  - accident, health emergency or mental health crisis, leading to unplanned spending or incurring increased expenses.
  - when an applicant is experiencing domestic abuse and leaving an abusive relationship/partner and needs immediate help, such as moving into an unfurnished property and needing help with furniture and appliances.
  - breakage of an essential item, for example a boiler, medical equipment or white goods.
  - where money has been lost or stolen and living expenses are required.
  - when the applicant has a short-term gap in regular income, for example, due to redundancy or a significant change in working pattern.
18. Authorities should adopt a **person-centred and needs-based approach** that recognises the varied circumstances that individuals may experience, to direct support towards those most in need. In adopting a person-centred approach, Authorities should ensure that the preferences, needs and values of the individual applying for crisis support stays central to professional decisions, providing support to the individual that is respectful to them. Through a needs-based approach that seeks to understand and meet the individual's underlying needs, not just the crisis symptoms presented, the Authority can support the individual to build financial resilience.
19. To support a person-centred and needs-based approach, every Authority must operate a Crisis Payment and Housing Payment scheme that **accepts applications continuously throughout the year** (see paragraphs 76 to 84).

20. This means that in all Crisis Payment scheme cases, frontline staff should assess people's circumstances to identify their preferences, symptoms and underlying needs. This is crucial to determining the appropriate award and wider services that can support with underlying needs. Where appropriate, warm referrals should be made to Resilience Services and any wider support services individuals may benefit from. Authorities should consider the principles of a Trauma Informed Approach when exploring both immediate and underlying need.

21. Links to wraparound support and referral pathways are explored in more detail in paragraphs 88 to 93.

22. There is no prescriptive list specifying eligible expenditure for Crisis Payments; it is at the Authority's discretion to determine appropriate support by taking a person-centred, needs-based approach. However, it may include awarding a Crisis Payment to support:

- food
- water including for drinking, washing, cooking, as well as for sanitary purposes and sewerage
- housing costs
- period and hygiene products such as soap and toothpaste
- energy for any form of fuel that is used for the purpose of domestic heating, cooking or lighting, including oil or portable gas cylinders
- clothing including uniform, warm winter clothing and shoes
- essential furniture and appliances such as beds and bedding, washing machines, window coverings and carpets, fridge-freezers and ovens
- essential transport-related costs such as repairing a car, buying a bicycle or bus pass or paying for fuel
- digital and connectivity essentials such as broadband or phone bills

23. The circumstances that constitute a crisis for one person may not be the same for another person. The type of support people require will depend on their circumstances and any underlying needs. For instance, individuals with disabilities, substance dependency, those experiencing homelessness, care leavers, single-person households, unpaid carers, families with children and Pension age households are likely to have different immediate and long-term needs. Cash-first Crisis Payments can enable people to effectively address their specific needs with dignity, flexibility and autonomy. Authorities should consider the principles of a Trauma Informed Approach when supporting both immediate and underlying need.

### **Establishing eligibility**

24. The Fund is intended to support a wide range of low-income households and, as such, Crisis Payments are not limited to those in receipt of benefits. Authorities have flexibility within The Fund to apply their own discretion when determining eligibility for their Crisis Payment schemes, including what constitutes a low-income in their area. This is in line with the Fund's person-centred and needs-based approach.
25. In assessing an applicant's eligibility, Authorities should apply the principles of a Trauma Informed Approach (see paragraph 9 for further details).
26. When assessing an applicant's need for financial support and appropriate referrals, Authorities should consider resources available to the applicant and their household, such as money in savings or other assets. If the applicant is unable to release money on their assets immediately but can demonstrate that they are taking steps to do so, CRF support may be appropriate in the interim.
27. In accordance with their general legal duties, Authorities must have a clear rationale outlining their approach, including how they are defining eligibility and how households can access The Fund. This should align with The Fund's communication requirements outlined in paragraphs 167 to 172.

## Individuals with No Recourse to Public Funds

28. Where an Authority relies on exercising their discretion under Section 1 of the Localism Act 2011 in order to spend funding, such as the CRF Crisis Payments, payments would fall within the definition of public funds, as set out in paragraph 6 of the Immigration Rules and, therefore, those with No Recourse to Public Funds (NRPF) would not be eligible to receive support.

29. However, Authorities may be able to rely on alternative powers to provide support. Examples include, if the Authority considers:

- there to be a child welfare concern, a Crisis Payment can be made to a person with NRPF to safeguard and promote the welfare of a child in need under [Section 17 of the Children Act 1989](#).
- that an adult has eligible needs for care and support or that a carer has eligible needs for support, and those needs do not arise solely from destitution or from the actual or anticipated physical effects of being destitute, the CRF may be used as a funding source to meet needs under [Section 18 or 20 \(as applicable\) of the Care Act 2014](#).
- that an adult has needs for care and support that the Authority is not required to meet under Section 18 of the Care Act 2014 (in other words, non-eligible needs), and those needs do not arise solely from destitution or from the actual or anticipated physical effects of being destitute, the CRF may be used as a funding source to meet needs under [Section 19 of the Care Act 2014](#) (for example, to prevent a breach of Article 3 of the European Convention on Human Rights (prohibition against inhuman or degrading treatment)).
- it appropriate for improving the public health of the people in its area, a Crisis Payment can be made to a person with NRPF under [Section 2B of the National Health Service Act 2006](#).

30. In such cases, Authorities may use the CRF as the funding source. Where eligible payments are made using alternative legal powers (in other words, not under the Localism Act 2011), the Crisis Payment may not be considered a public fund. Further information is provided in **Annex A**.
31. **Note:** Paragraphs 28 to 30 applies only to CRF Crisis Payments. Housing Payments cannot be paid to those with NRPF. This is because the eligibility criteria for Housing Payments requires an individual to be entitled to Housing Benefit (HB)/Universal Credit (UC).
32. The default power to make payments through the CRF is derived from Section 1 of the Localism Act 2011, unless the Authority can identify a more specific and relevant power. If an alternative power is not identified, the payments must be treated as public funds and cannot be provided to those with NRPF, unless support is required to prevent a breach of human rights.
33. It is for Authorities to determine what support they can lawfully provide to a person with NRPF based upon an individual assessment of their status, circumstances and support needs. When carrying out this assessment, Authorities will wish to consider their discretionary powers and statutory duties.
34. If an Authority determines that they can lawfully provide a person with NRPF support using their alternative legal powers, support should be provided in line with the CRF guidance: cash-first, needs-based, person-centred support.

### **Cash-first approach**

35. Individuals will need crisis support for a variety of different reasons. This could be for the provision of food, utilities, household goods or other essentials. For this reason, Authorities should adopt a cash-first approach to awarding Crisis Payments. A cash-first approach prioritises cash payments (including physical and digital methods such as physical cash, bank transfer and cash-out vouchers).

36. A cash-first approach to Crisis Payments means providing cash support as the default, whilst still offering Authorities the flexibility to use alternative support mechanisms depending on an individual's needs and preferences. Authorities prioritising cash-first Crisis Payments can enable people to address specific needs with dignity and choice, ensuring funds make the biggest possible difference to households while offering value for money. Offering cash payments empowers individuals and families to make informed choices to best suit their circumstances.
37. Crucially, cash-first does **not** mean cash-only. Adopting a person-centred approach, Authorities should use their professional judgement to identify where a cash payment does not best meet the needs of the applicant and other provision (such as vouchers or goods in-kind) is more appropriate.
38. **Note:** Authorities across England can and already do use a range of systems to disburse cash payments quickly and effectively. Authorities are not required to distribute physical cash or directly transfer funds to Crisis Payment recipients, though both methods are available if the Authority opts to use them. There are a variety of options available to Authorities to enable cash transfers including a variety of 'cash-out' voucher mechanisms that provide the simplicity of issuing a voucher with the flexibility of a cash-payment for the recipient. **Annex C** details the mechanisms available for delivering a cash-first approach.

**Case Study 1: Barking and Dagenham: Cash-first crisis payments within minutes**

London Borough of Barking and Dagenham (LBBD) has been delivering cash-first support since the pandemic. To date, just over £2.7 million in direct cash payments has been disbursed by the Welfare Benefits Team through their LWA and Household Support Fund schemes. Having been so successful, the cash-first method has been adopted across the authority with a further £1.4 million disbursed to date through the NRPF, Adult Social Care and Children's Services teams.

Taking a cash-first approach, cash payments are prioritised over other types of support depending on people's needs and considering any known vulnerabilities. LBBD use a Pay by Text platform, delivered by Cash Perks with full ATM network access for withdrawal, that allows staff to swiftly set up payments in increments of £10s (up to a maximum of £500) with PIN codes which are shared directly with individual residents with mobile phones. There are around 15,000 ATM machines across the UK which are typically accessible on a 24/7 basis. Using this system allows LBBD teams to distribute cash payments within minutes if required.

Using this cash-first system has significantly cut staff administrative time and costs at LBBD. Most payments are rapidly accessed by customers but teams can set expiration dates enabling the reimbursement of any unspent funds directly back into available balances to be allocated.

### **Case Study 2: Cornwall – Taking a cash-first approach in practice**

Cornwall Council has taken a 'cash-first' approach to the delivery of discretionary crisis support across the county since 2013. When providing awards, Cornwall Council works with customers to find help that best suits customer's needs in keeping with the 'cash-first but not cash only' principle.

Usually, this means the disbursement of immediate cash payments. To do this, Cornwall Council distributes Post Office cash out vouchers which are issued through text messages, emails or letters. 99% of the UK population must be within 3 miles of their nearest post office and in Cornwall, where much of the population lives in rural areas, post offices are far more convenient to access than supermarkets. Cornwall Council takes a cash-first approach to their crisis support because it best suits customers in terms of dignity and choice, allows for the quickest and most convenient routes to accessing immediate help and is simple and straightforward to administer.

When applications for discretionary support are made, Cornwall Council representatives also provide direct advice and support to maximise customers' income, whether an application is successful or not. Cornwall Council also works with partners across Cornwall to help raise awareness of ways people can access cash-first options and any existing financial entitlements including through Cornwall's 'Worrying About Money?' resources.

**Case Study 3: Leeds cash-first approach**

In 2024, Leeds City Council (LCC) introduced cash awards through the Local Welfare Support Scheme following a pilot with Trussell. To date, 894 cash awards have been made, totalling £168,555. Applications are submitted online and subject to rigorous verification, including checks on savings, income, identity and address. Quality assurance processes have been implemented to mitigate fraud and error. Awards are administered through the Cash Perks platform, enabling individual and bulk processing. Recipients receive withdrawal instructions and secure codes by text message, allowing near-instant access to funds through participating ATMs.

Households are directed to further services through Leeds Money Information Centre through texts, emails and signposting. Applicants with council arrears or debts are signposted to additional support such as DHPs, Local Council Tax Support and advice services.

Through adopting this cash-first approach, LCC have found that it promotes dignity, flexibility and choice. It enables people to shop at preferred retailers, accommodates diverse dietary needs and reduces travel costs. Cash support does not carry stigma and supports personal choice and wellbeing.

From an Authority perspective, LCC has found administration is simplified by combining support into a single award. It avoids expiry issues of vouchers, offers flexible values and provides visibility of withdrawals. Unused awards can be cancelled.

Cash awards can present heightened risks of fraud, theft and potential misuse. Though to date, LCC has reported that cases remain low due to mitigations in place.

## Vouchers

39. There will be instances where awarding vouchers is preferable to cash payments. Examples include, but are not limited to, individuals with underlying conditions not suiting large amounts of cash (such as gambling or substance addictions) and individuals stating a preference for a voucher. Authorities should treat awards on a case-by-case basis and use their discretion when to award vouchers over cash payments.
40. In the provision of vouchers, Authorities are still expected to adopt a person-centred, needs-based approach and consider how this payment will provide a gateway to Resilience Services.

## In-kind provision of goods

41. There may be instances where provision of goods in-kind is the most appropriate mechanism of Crisis Payment as Authorities can use their economies of scale to obtain items that are of better value for money than if the applicant purchased directly. This could include where an individual is moving into unfurnished accommodation or the breakage of essential items, such as fridge-freezers and cookers. Where an Authority has determined that in-kind provision of goods is the most appropriate approach, we encourage Authorities to consider opting for more energy efficient white goods and electrical items and durable furniture items. Authorities may wish to consider partnerships with re-use networks for sustainable, quality and cost-effective furniture provision.
42. In purchasing goods in-kind, Authorities should consider environmental impacts where possible, including refurbished items (if in suitable condition with long-warranties), energy efficiency, contain recycled or responsibly sourced materials and have minimal packaging. For more guidance, see the [Government Buying Standards](#).
43. Where an Authority determines that direct payment in-kind to a creditor (such as a landlord, utility provider or other creditor) is the most appropriate mechanism of support, the Authority should undertake robust due diligence. This includes

verifying the debt and creditor details, obtaining applicant consent, assessing the likely impact on preventing hardship and ensuring compliance with fraud-prevention and safeguarding protocols to prevent misuse or duplication.

**Case Study 4: Wiltshire Council’s innovative carpeting solution**

Wiltshire Council is working with local charities to provide a cost effective and creative carpeting solution for social housing residents that cannot afford flooring. It is standard practice across social housing for properties to be allocated unfurnished and without flooring. Carpet acts as a form of insulation to help reduce energy bills, noise and improves comfort for households. Living without carpet can impact people's mental and physical health.

Wiltshire Council has allocated a proportion of the Household Support Fund (HSF) to furniture charity Kennet Furniture Refurbiz (KFR) for a scheme to acquire repurposed carpet tiles, sourced from The Salvation Army Trading Company (SATCoL).

Councillor Clare Cape, Cabinet Member for Public Health and Co-ordination with the NHS, said “Many residents moving into social housing struggle to afford flooring. Our partnership with KFR has enabled us to provide targeted support which has a lasting and sustainable impact for some of the most vulnerable people in our community”.

SATCoL’s Flooring Reuse Programme will give those referred by the HSF access to good quality repurposed flooring, making their homes warmer and more comfortable, whilst helping to sustain our planet.

**Families with children**

44. Authorities should use their discretion to prioritise funding efficiently within their own CRF schemes, including when considering how best to support families in crisis to ensure the poorest children do not go hungry in the school holidays. This may not be through the blanket provision of vouchers to those on free-school meals, as we recognise that some Free School Meal eligible families may not routinely need crisis support during every school holiday. Authorities should consider how best to support the poorest and most in need households.
45. In considering how to provide support, it is important Authorities adopt the same principles outlined in the Crisis Payments section of the guidance. This includes supporting families on a needs-based basis to understand the relative need of support, the most appropriate type of award (cash, voucher or goods in-kind) and how families can be directed to wraparound support to build their financial resilience.
46. Authorities should also consider how the needs of affected families will continue to be met through the CRF's Resilience Services and Authorities' wider local welfare offer. This could include:
- ensuring families eligible for Free School Meals are aware of and can access Resilience Services. Particularly support to ensure families are claiming all welfare support they are entitled to.
  - coordination with the Holiday Activities and Food (HAF) Programme, which supports children from lower-income families by providing free meals and enriching activities during school holidays. Authorities can choose to use the CRF funding to supplement or expand HAF provision, where it aligns with the Fund's outcomes on resilience.
  - engaging with families at risk of food insecurity by working closely with schools and Family Hubs.

- community food aid that promotes the development of new, creative approaches that align with CRF outcomes to build resilient local food landscapes (paragraph 110).

## Housing Payment

47. DHPs will come to an end in England on 31 March 2026. From 1 April 2026, DHPs will be replaced by the Housing Payment strand of the CRF. **Authorities must name their schemes as 'Housing Payment'**. The Housing Payment will closely replicate existing DHP guidelines and will adopt a phased transition over the 3-year funding period.
48. This phased transition means, in Years 1 and 2, the current Authority recipient of DHPs (Unitary Authorities or District Councils) will continue to receive an allocation to be spent on Housing Payments. From Year 3 onwards, Unitary Authorities (and County Councils that continue to operate in the FYE March 2029) will receive allocations for Housing Payments. See **Annex E** for a breakdown of how much Authorities are expected to spend on Housing Payments in the FYE March 2029.
49. During Years 1 and 2 of the Fund, Authorities are expected to plan for funding changes outlined in paragraph 48 (where applicable). Authorities should also consider whether to align Crisis and Housing Payment administration to streamline delivery.

## Eligibility

50. The Housing Payment provides financial support towards housing costs and is paid by an Authority when they are satisfied that an applicant requires further financial assistance with housing costs. These payments can be made to claimants who are entitled to either:
- HB, or
  - UC with housing costs towards rental liability. This includes Shared Ownership properties which carry a rental liability.

51. Entitlement refers to individuals who are in receipt of, or qualify for, one of the benefits outlined in paragraph 50 but have not yet received payment.
52. Where an individual cannot access a Housing Payment, either because they are not eligible (in other words, not entitled to a qualifying benefit or owner-occupiers) or the Housing Payment allocation has been exhausted, they may be able to access further financial assistance through the Authority's Crisis Payment scheme, if they are deemed eligible.

**Case Study 5: Using Crisis Payments for housing costs where individuals do not meet Housing Payment eligibility requirements**

Sarah is 24 years-old, single and living in a privately rented property. She works full-time but has recently experienced a reduction in working hours and income. As a result, she is struggling to meet her housing costs and utility bills. Sarah contacts her authority to apply for a Housing Payment through the Crisis and Resilience Fund.

Sarah completes an application form explaining her financial hardship and outlining the debt and rent arrears she is accruing. The authority reviews her application against the Housing Payment eligibility criteria set out in the CRF guidance and determines that Sarah is not entitled to a Housing Payment as she does not receive HB or UC Housing element.

The authority carried out a Benefit Entitlement Check and determined Sarah was not eligible to claim UC due to her earnings. Rather than leaving Sarah without help, the authority follows the CRF guidance on wraparound support and signposting. They explain that while she cannot receive a Housing Payment, she may be eligible for a CRF Crisis Payment, which is designed to provide immediate assistance to people in financial crisis regardless of benefit entitlement.

The authority helps Sarah apply for a Crisis Payment to cover essential costs, including a contribution towards her rent arrears. They also refer her to Resilience Services for budgeting advice and longer-term financial planning.

Sarah's Crisis Payment application is approved and she receives help with her immediate rent shortfall. With this support Sarah stabilises her financial situation. Through the Resilience Service, Sarah learns how to manage her budget more effectively allowing her to become more financially secure and confident about her future.

53. 'Housing costs' are not defined, allowing an Authority broad discretion for interpretation. In general, 'housing costs' refer to rental liability, as well as:

- rent in advance
- rental deposits
- other lump sum costs associated with a housing need, such as removal costs

54. The phrase 'further financial assistance' is also not defined. An Authority may interpret the phrase however they wish, taking into consideration the applicant's financial circumstances and any other relevant factors.

### **Application process**

55. It is for Authorities to determine how to receive applications for Housing Payments. Application processes should be advertised and easy to access so individuals can receive support timeously.

56. Authorities have the discretion to, where appropriate, use existing DHP application routes when considering claims from applicants. This is to ensure that access to support is ongoing, allowing for a smooth transition to full integration. It is expected that Authorities update all materials relating to DHPs to the CRF Housing Payment as soon as feasibly possible.

### **Funding**

57. Authorities can top-up their Housing Payment allocation using their own funding. There is no limit applied to this amount.

58. Housing Payment funding may be used for:

- rental deposits and rent in advance
- costs associated with securing housing or downsizing (such as removal expenses or tenancy setup)
- Shortfalls between housing support and actual rent, including those caused by:
  - the [benefit cap](#).
  - [Removal of the Spare Room Subsidy](#) (RSRS)
  - [Local Housing Allowance](#) (LHA)

59. Housing Payments may be made where the requirement for financial assistance does not arise from:

- **Ineligible Service Charges** as specified in [Schedule 1 of the Housing Benefit Regulations 2006](#) or [Schedule 1 to the Housing Benefit \(Persons who have attained the qualifying age for state pension credit\) Regulations 2006](#) or, for UC, a service charge not listed in [Schedule 1 paragraph 7 of the Universal Credit Regulations 2013](#)
- **Increases in rent due to outstanding rent arrears** as set out in [Regulation 11\(3\) of the Housing Benefit Regulations 2006](#) and [Regulation 11\(2\) of the Housing Benefit \(Persons who have attained the qualifying age for state pension credit\) Regulations 2006](#)
- **Sanctions and reductions in benefit** as specified under regulations 100 to 114 of the Universal Credit Regulations 2013 or due to a breach of a community service order
- Shortfall caused by HB or UC overpayment recovery
- **Benefit suspensions** where there is doubt about entitlement or because a claimant has failed to supply information pertinent to their claim as specified in section 21, 22 or 24 of the [Social Security Act 1998](#) or section 68 of, and

paragraphs 13 and 14 of Schedule 7 to, the [Child Support, Pensions and Social Security Act 2000](#)

60. When the Housing Payment is being considered for rent costs, it should not exceed the weekly HB or UC Housing element. Authorities should consider the Court of Appeal's decision in R v. LB Lambeth, ex parte Gargett (see **Annex B**).

### **Method of payment**

61. The Housing Payment may be delivered through HB payment systems and may also be paid alongside HB payments. There must be a clear audit trail that allows the Authority to differentiate between HB and the Housing Payment award.
62. If the Housing Payment is paid with HB, notifications to the claimant must clearly show the amount of HB and the amount of the Housing Payment.  
For UC claimants, Authorities' payments may align with UC schedules.
63. Payments may be made to third parties (such as agents, appointees and landlords) where appropriate, with fraud risk considered.
64. In the case of a person who is entitled to a rent rebate, the Housing Payment can be credited to the rent account.

### **Payment duration and backdating**

65. Unlike Crisis Payments, the Housing Payment may be paid in multiple instalments. The duration of the Housing Payment is determined by the Authority. The award period and any end date should be clearly communicated to the applicant for ongoing awards. For one-off costs (such as, deposit or rent in advance), specifying a period is not required.
66. Authorities have the discretion to backdate the Housing Payment. When deciding whether to backdate, each application should be considered on its own merits. The Housing Payment can only be considered for a period where the linked HB or relevant award of UC is payable.

## Awarding a Housing Payment in UC

67. When processing an application from a UC claimant, consideration should be given to:

- total monthly household income including the whole value of the UC award, **less**
- total monthly household expenditure (which the Authority deem reasonable), **equals**
- **shortfall** in income to consider for a Housing Payment award

## Awarding a Housing Payment to claimants that have two homes

68. A Housing Payment can be awarded in respect of two homes when someone is treated as temporarily absent from their main home. This includes those who have fled their main home because they are a victim of domestic abuse. Further information can be found in the [Housing Benefit Regulations 2006 \(S.I. 2006/213\)](#) or [Universal Credit Regulations 2013 \(S.I. 2013/376\)](#) for the time restrictions on these provisions.

69. In such cases of temporary absence, if the claimant is treated as liable for rent on both properties and, in both cases, there is a shortfall, it is possible to award a Housing Payment in respect of both properties subject to the weekly or monthly limit on each property.

## Change of circumstances

70. Applicants must notify the Authority of any changes which may be relevant to the Housing Payment application or award. Authorities should inform Housing Payment recipients of what changes to report and how to do so. There is no statutory timescale, but prompt notification is encouraged.

## Working with other Authorities

71. It may be helpful for Authorities to consider working with neighbouring Authorities if claimants could be more likely to find accommodation in another area.

72. The Authority that the claimant is leaving is responsible for providing the Housing Payment.
73. In the event of a claimant moving from one Authority to another, it is advised that discussions should take place between the Authorities and other departments regarding the possible increase in demand of services, for example school places, social services support or need to access the CRF Crisis Payment or Resilience Services.
74. In all Housing Payment cases, frontline staff should explore and address underlying needs and, where appropriate, offer warm referrals to Resilience Services. This approach fosters an environment that builds long-term financial resilience.
75. Authorities should be aware and trained to recognise when a claimant approaching for Housing Payment is legally homeless or threatened with homelessness which may trigger duties the Authority must undertake separately to this Fund.

**Case Study 6: Housing Payments for claimants affected by the benefit cap:**

Mr. and Mrs. Smith rent a 3-bedroomed property and are subject to the benefit cap. They have two children, reside in Greater London and receive the following benefits:

- Child Benefit
- UC
  - Standard allowance
  - Housing element
  - Child element

Mr. Smith has been unemployed for some time and has found it difficult to find employment in his usual vocation; he attends the Jobcentre regularly for support from his work coach.

Due to the length of time he has been out of work, Mr. Smith has built up rent arrears and has received help with budgeting and finances. An Alternative Payment Arrangement (APA) to pay his rent direct the landlord has been put in place and he is applying for a Housing Payment.

In addition, Mr. and Mrs. Smith's oldest child is 15 years old and in the process of completing her GCSEs. Mr. and Mrs. Smith have found a cheaper property that would take them below the benefit cap in another area but it would mean their oldest child would have to move schools. They believe this would have a negative impact on their child's education.

The maximum payment for an ongoing award may not exceed the UC housing costs element. However, consideration needs to be given to the amount of any shortfall in income, so an LA may decide to award a weekly Housing Payment until Mr. and Mrs. Smith move into work or their oldest child completes her GCSEs.

**Case Study 7: Housing Payments for claimants affected by RSRS**

Mr. and Mrs. Thom rent a 4-bedroom house from a registered housing provider. They have two children, a girl of 7 and a boy of 5. They receive the following benefits:

- Child Benefit
- UC
  - Standard allowance
  - Housing element
  - Child element
  - Carers element
  - Limited Capability for Work and work related activities element
- Carers Allowance
- Personal Independence Payment

Under the size limit rules, they are considered to be under-occupying the house by two bedrooms as the children are both under ten years old and would be expected to share a room. As the Thom's are under-occupying by two bedrooms, a 25% reduction would be applied to the eligible rent.

Mrs. Thom is a wheelchair user and significant adaptations have been made to the property to make it more accessible following the receipt of a Disabled Facilities Grant. If the family moved to a smaller home, that property would need to be adapted at considerable expense.

Mrs. Thom applies for a Housing Payment and provides evidence to show the level of UC Housing element she receives and also her rental contract from her housing provider to show the amount of rent due. An award should be considered to enable the family to meet their rental liability in full and remain in their current adapted house.

## Application-based support

76. Every Authority must operate a Crisis Payment and Housing Payment scheme that **accepts applications continuously throughout the year.**
77. Authorities have the discretion to administer their Crisis Payments and Housing Payments themselves or to deliver through delegated delivery partners including another Authority tier (where applicable) or through a third-party organisation.
78. An Authority that opts to delegate delivery of Crisis Payments remains accountable for their scheme. In these cases, the lead Authority (in other words, the Unitary Authority or County Council in receipt of the CRF funding) must be satisfied that their scheme is delivered in alignment with the CRF Guidance.
79. Authorities must provide a minimum of **two** application routes for Crisis Payments and Housing Payments, such as an online application, telephone application and face-to-face application, ensuring inclusions to those digitally excluded and with barriers to travel. Application processes should be well advertised and easy to access so that individuals can gain support quickly and easily.
80. For Housing Payments, Authorities have the discretion to, where appropriate, use existing DHP application routes when considering claims from applicants. This could also include reusing existing policies and procedures, including decision notifications and correspondence, to ensure support is ongoing, allowing for a smooth transition.
81. Applications for Crisis Payments and Housing Payments should be accepted from someone acting on behalf of the applicant such as [an appointee](#), including a friend or relative, or a voluntary and community sector organisation. Appropriate checks should be undertaken in these circumstances. In case of an application or referral from a voluntary and community sector organisation, Authorities should consider what assessment has already taken place, so individuals do not have to repeatedly disclose sensitive details.

82. Application methods must be accessible to all (see section on Accessibility, paragraphs 157 to 162 for further information). Authorities should avoid 'first come, first serve' models, which can disadvantage those with additional support needs. Authorities should aim to allocate their budgets to enable their Crisis Payment scheme to be open to applications for the full duration of each year, throughout the Fund period.
83. Authorities or their delegated delivery partners are advised to communicate expected processing times to applicants. Transparent communication helps manage applicants' expectations and prevent undue stress throughout the application process. Authorities should aim to deliver Crisis Payments within 48 hours of application, unless a payment in-kind is awarded. Whilst there is no expectation that Housing Payments should be awarded within 48 hours of application, we encourage Authorities to provide payment as soon as feasible. **Authorities should consider procedures for supporting individuals who need support outside of working hours. This could include specific out-of-hours services or clear signposting to services that are running.**
84. Application forms should include information required to facilitate the CRF Reporting Requirements, as detailed in the CRF Reporting Requirements (see section Reporting and management information (MI), paragraph 177 to 184). This creates consistency between Authorities and enables data collection for The Fund.

### **Targeting support**

85. It is expected that Crisis Payments and Housing Payments will mostly be delivered through application-based schemes. However, Authorities are encouraged to implement new, creative methods to deliver CRF outcomes which may fall outside of application-based support.

86. Authorities may choose to proactively target vulnerable individuals or communities to directly provide Crisis Payments and Housing Payments or to make them aware of crisis support and Resilience Services available. Support could be targeted to the most vulnerable or poorest groups. Targeted support may also be appropriate for harder to reach groups who are unlikely to come forward for application-based support. In these cases, Authorities should still ensure they are taking a needs-based and person-centred approach to ensure support is being targeted to those in genuine need.
87. The Authority should use the wide range of data and information sources at their disposal, including through engagement with relevant voluntary and community sector organisations, to identify and provide support to a broad range of low-income and vulnerable households to prevent escalation of problems. DWP provides the data and information set out in paragraphs 185 to 188 to Authorities to support them to identify those in need in their area. Authorities should also use other sources of information to identify vulnerable households, including by taking advice or application referrals from professionals who come into contact with vulnerable households such as social workers, keyworkers delivering early help and family support, health visitors and housing support officers.

**Case Study 8: Bracknell Forest Council**

Bracknell Forest Council has seen significant successes by using an innovative data tool, the Low-Income Family Tracker (LIFT). The council initially used the LIFT platform to tackle rising homelessness. Using LIFT, the council harnessed the power of its administrative data to identify residents for support. Notable campaigns include the timely allocation of over £4,000 in Discretionary Housing Payments and over £8,000 in emergency support to households.

A proactive shift by a council officer extended LIFT's data driven approach from the homelessness team to other departments, with great results. The LIFT approach had proven its ability to identify residents at risk and allocate scarce resources. With more demand for council services, LIFT offered a way to give preventative support at scale across the borough. Utilising LIFT data, households were identified and contacted if they were not receiving welfare payments that they were eligible for. One campaign contacted 191 Pension age households, where £113,879 in additional income was unlocked for these households. Other campaigns have resulted in improved uptake of benefits such as Council Tax support and free TV licences.

**Wraparound support and referral pathways**

88. Authorities are expected to use Crisis Payments and Housing Payments as a gateway to wider support. Voluntary, person-centred referrals to Resilience Services are key to the CRF outcomes by connecting Crisis Payments and Housing Payments to the local support landscape. This may include provisions from the Authority, central government or voluntary and community sector organisations. This fosters an environment that builds financial resilience and reduces crisis need. Authorities are expected to use the CRF's Community Coordination strand to support their development of referral pathways (see paragraphs 111 to 117).

89. To effectively assess and address any underlying need, a person-centred and needs-based approach is to be adopted (see paragraph 18). Where underlying need is identified, applicants should be offered a warm referral to appropriate Resilience Services, where agreed by the applicant (see paragraphs 94 to 109).
90. Authorities should consider support with specialist provisions where it is required to support an individual's access to appropriate Resilience Services. This could include supporting an individual with a learning disability to access specialist advice.
91. The applicant does **not** need to be awarded a Crisis Payment or Housing Payment to receive a referral. Authorities should apply the principles of a Trauma Informed Approach when addressing both immediate and underlying needs, aiming to minimise the need for individuals to repeat their experiences (see paragraph 9 for further information).
92. Authorities should consider the timing of referrals to Resilience Services. Immediate referral may be suitable for some applicants, while others might prefer a referral at a later date. If an applicant is unable or chooses not to accept a referral when applying for a Crisis Payment or Housing Payment, Authorities should consider implementing mechanisms that enable delayed warm referrals based on the applicant's preference.
93. Referral pathways should exist between Crisis/Housing Payments and Resilience Services. This supports a 'no wrong door' approach that enables applicants to receive the appropriate support, no matter where their initial point of contact is with the Authority or relevant support service. This means that Resilience Services should be also able to act as an appointee to support applicants in applying for Crisis Payments or Housing Payments where appropriate.

## **Resilience Services**

94. Resilience Services are the services, programmes and activities that support building financial resilience for individuals and local communities. These are often delivered by local voluntary and community sector organisations but can also be delivered directly by the Authority. In building individual financial resilience, Authorities help their citizens to manage financial shocks, preventing occurrence, recurrence and escalation of crises.
95. Authorities are required to use funding to implement or further develop Resilience Services. Authorities can use the Fund to implement new services where they identify gaps in provision (see paragraphs 115 to 117 on landscape mapping) or invest in existing services to expand provision. The Authority can choose to use the Fund to supplement or expand existing provision where it aligns with the CRF policy intent.
96. It is expected that Authorities will work closely with voluntary and community sector organisations in delivery of Resilience Services. If delivering Resilience Services through voluntary and community sector organisations, the Authority remains accountable for the eligibility criteria and outcomes-approach of these partners and must work with them to establish these in compliance with the Fund's guidance.
97. There is no prescriptive list which provides a comprehensive definition of eligible spend under the Resilience Services. Authorities have the flexibility to design schemes that best meets the needs of their local communities, provided these initiatives meet the resilience outcomes set out in paragraph 102.
98. There is no specified amount Authorities must spend on Resilience Services, as this will vary on a case-by-case basis. However, given the Fund's emphasis on building financial resilience, Authorities are expected to use a significant amount of their total Fund allocation on Resilience Services.
99. **Note:** A 'significant amount' is not quantified in recognition of the differing local contexts. Authorities are encouraged to determine what constitutes as significant within the context of their local needs and existing provision of Resilience Services.

## Outcomes-based approach

100. An outcomes-based approach means that funding decisions should be guided by the impact services have on improving financial resilience. Authorities should be able to demonstrate a clear rationale for how their chosen services contribute to one or more of the following outcomes, which are explained further below: increased savings, reduced priority debt, reduced need for emergency food parcels, reduced material deprivation, maximised income, fewer repeat crisis applications and increased access to appropriate and quality advice services.
101. **Note:** Authorities should be able to demonstrate a clear rationale for how the CRF investment in their chosen Resilience Services will meet medium and long-term CRF outcomes. Services that only meet short-term outcomes are more aligned with crisis support, rather than increasing financial resilience. Please refer to CRF Reporting Requirements for detail on the monitoring and MI required from Authorities in support of the outcomes-based approach. DWP recognises that the timeline for realising improvements in each CRF outcome will vary depending on the specific outcome in question.

## What Authorities should do

102. Authorities will have discretion in which services they fund. It is expected that the CRF-funded Resilience Services positively impact one or more of the following CRF outcomes:

Outcome	Description
<b>Reduced experiences of material deprivation</b>	Material deprivation captures inability to afford essentials (heating, adequate clothing, basic household goods and food). By tackling the underlying conditions that prevent households from affording essentials, Authorities can support their citizens to build protection to avoid hardship.
<b>Reduced need for emergency food parcels</b>	Insufficient food is a crisis need negatively effecting health and wellbeing if not addressed. More resilient households are less likely to experience financial crises that lead to emergency food need.
<b>Increased access to appropriate and quality advice services</b>	Access to high quality, free-at-the-point-of-use advice is a proven lever for income gains, arrears resolution and improved social wellbeing. Advice should lead to improved understanding of rights/entitlements for individuals, ideally provide individuals with an intention to act on the advice and for the issue to be progressed or resolved. Where appropriate, advice should support early problem resolution. Advice may focus on areas such as debt, welfare, housing and other wider support.
<b>Increased savings</b>	Encouraging individuals to build buffers that prevent small shocks becoming crises when an unexpected bill or income dip hits.
<b>Reduction in priority debt</b>	Rent, council tax and utilities arrears are the debts most likely to tip households into crisis, trigger legal action and increase health and homelessness risks. By supporting citizens to manage or reduce these debts, Authorities create more resilient households.
<b>Maximisation of individuals' incomes</b>	Authorities can support individuals to increase their household income through a combination of raising income and reducing expenditure. This could include helping individuals identify and claim financial support they are entitled to, identifying savings and building skills to help with employment and in-work progression.

<p><b>Decreased need for Crisis Payments and Housing Payments</b></p>	<p>By building the financial resilience of individuals and enabling effective pathways between crisis support and Resilience Services, Authorities should see reduced crisis need over time.</p>
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103. **Note:** Advice must be appropriately accredited where relevant. For example, debt advice is a regulated financial activity and therefore should be authorised and regulated by the Financial Conduct Authority (FCA), unless appropriate exemptions or exclusions are in place.

104. These priorities reflect a person-centred, outcomes-led model with strong wraparound support in alignment with the Fund’s intent to address root causes, not just crisis symptoms.

105. Resilience Services should be developed in consideration of the complex, interrelated factors that affect an individual’s financial resilience such as income, health, education, housing security, financial literacy, debt, savings, caring responsibilities and access to affordable credit. Authorities should consider implementing services that can deliver:

- **Budget maximisation**, such as by funding advice services (including but not limited to debt, energy and housing). Advice services can be delivered in-house by Authorities or by an external provider.
- **Income maximisation**, such as through benefit checks and application support, employment and training advice, access to alternate support grants, community childcare or CV building services.
- **Income smoothing**, such as enabling access to affordable credit, supporting saving behaviours or encouraging appropriate insurance take-up.
- **Financial capability**, such as supporting future planning services and financial education.

**Case Study 9: Royal Borough of Greenwich's Money Advice Team and Advice Hubs**

The Royal Borough of Greenwich's recruited an established debt adviser to build their in-house Money Advice Team, recruiting a mix of council colleagues with transferrable skills, as well as recruiting externally. Extensive one to one training was provided, supplemented with resources from the Money Advice Trust, with each officer working towards the CMAP accreditation from the Institute of Money Advisers. The team has established referral routes from the Borough's Emergency Support Scheme, Welfare Rights colleagues, Tenancy Income for council tenants with rent arrears at risk of eviction, Council Tax Enforcement and Discretionary Housing Payments assessment team.

By working collaboratively with parts of the council that collect debt, the Money Advice Team has been able to target those in financial crisis very effectively. The Borough provide advice on income maximisation, expenditure reduction and debt prioritisation, followed by an intensive one to one case work service to put a solution in place.

The Borough's in-house welfare rights service works in partnership with community-based advice provision through a network of outreach advice hubs. The hubs provide access welfare benefits, debt, housing, generalist and, in some locations, immigration advice, with multiple advice providers in the same place at the same time.

An effective triage process is in place at each location, which is key to the running of the session. The model deliberately chose appropriate community locations, prioritising accessibility and convenience for residents.

**Case Study 10: Hampshire's Wellbeing Workers**

Hampshire County Council community wellbeing workers are providing preventative support services for over 600 older adults and are linked in with the Hampshire Social Prescribing network. They can provide face to face support and signposting to the most vulnerable older adults to support networks, such as in accessing community pantries and Citizens Advice services.

They have also provided outreach support to address digital exclusion through Citizens Advice Hampshire in community areas, delivering specialist resource to target those who need extra help to navigate online application processes by offering support with form filling, benefit applications, immigration forms and other online accounts. Their 'Warm and Welcome' offer, delivered through library services, has helped to extend community offers, including signposting to relevant services, 'chat about' groups for the elderly and infirm and the provision of warm and welcome resources, warm spaces, and sanitary products. This is estimated to benefit up to 8,000 households across the range of support.

**Case Study 11: Birmingham City Council's Cost-of-Living programme**

Birmingham City Council's Cost-of-Living programme engages with hundreds of partners to provide a wide range of support to vulnerable residents. Thrive Together Birmingham have been key in supporting engagement with the Warm Welcome Network of Warm Welcome Spaces, 180 of which are funded by the Household Support Fund.

They are supporting coordination of a Furniture and Clothing Poverty group, which provides tangible item packages (including furniture, clothing, white goods and carpets to residents), upcycling and signposting to other services within their network to provide even wider wraparound care. They are also providing residents with benefits and other income maximisation support through advice services, focusing on employment pathways and job training programs. Their financial resilience scoring system ensures support reaches those most in need and their holistic and wraparound support reaches all areas of the community.

106. In deciding which Resilience Services to fund, Authorities should consider the impact that a service can provide. For example, Authorities can choose between a service that has a moderate impact on multiple outcomes or a service that has a significant impact on one outcome. There is no prescribed approach and services do not have to meet all of the resilience outcomes.
107. Crisis Payments and Housing Payments should refer into the Authority's Resilience Services, ensuring a joined up approach across the Authority and wider support services and these pathways should operate in both directions. This reinforces the scheme's 'no wrong door' approach that enables applicants to receive appropriate support, regardless of their initial point of contact (see paragraph 93). Resilience Services should not be restricted to those who receive Crisis Payments or Housing Payments. Authorities should work to raise awareness of their Resilience Services, such as outreach activities, clear and accessible information and cross-organisational (for example, social care services) staff training to ensure internal consistency in referrals and signposting from wider Authority staff (see paragraphs 167 to 172 for further information on raising awareness). Awareness and access are vital to ensure Resilience Services can act as early interventions to identify and address issues before crises occur.
108. The CRF does not operate in isolation. It exists within a network of provisions delivered by Authorities, other public services, voluntary and community sector organisations and more. Authorities must carefully consider how best to position their CRF schemes within their own local landscapes. This includes considering how the CRF interacts with these other funding streams and builds upon existing provisions, including the potential for matching or pooling funds.

109. Authorities should work closely with local Job Centres and DWP Services and actively seek to integrate the delivery of their CRF schemes with other local and national frameworks aligned to building financial resilience. This includes initiatives such as National Strategies on Financial Inclusion, Child Poverty and Homelessness and Rough Sleeping and placed-based initiatives including, but not limited to, Local Get Britain Working Plans, Get Britain Working Trailblazers, Connect to Work and WorkWell.

### **Community food aid**

110. Authorities using the CRF to support community food aid are encouraged to prioritise provisions that integrate or co-locate with Resilience Services. This could include integration with advice services, benefit application support and utility debt support. Authorities are encouraged to think creatively about new approaches to building sustainable food landscapes, which draw on established best practice and support people to transition away from crisis support to building their financial resilience.

#### **Case Study 12: Feeding Britain's Pathways from Poverty Programme in Brighton and Hove**

Citizens Advice are training staff and volunteers from community food projects across the Brighton and Hove Food Partnership to offer guidance to people accessing their services as part of an Advice First Aid approach. The basic training is a two-day session covering the fundamentals of advice provision, benefits, housing and debt. Ongoing support for trainees includes peer supported groups, meetings and email updates. There is a direct communication channel to a qualified advisor for more complex cases.

### **Case Study 13: Advice Cafés in Surrey**

Good Company, a local charity supporting people in Surrey, has set up a network of Advice Cafés within established community hubs, where advisers from different organisations are present in the same venue. The aim of the Advice Cafés is to facilitate more collaborative working between local agencies, to ensure people at risk of hunger and hardship are able to access holistic support from the services they need before they reach a point of crisis.

Advisers complete monitoring forms to enable Good Company to track who is using the Advice Cafés, how they access the service and the type of support they receive. Between April 2024 and April 2025, people visiting the Advice Cafés have been supported with a wide range of specific issues including benefit checks, budgeting, council tax, energy top ups, housing repairs, school uniform, carer respite and immigration issues. In 4 in 10 cases, advisers made a referral to another agency for additional support. Most of these (nearly 7 in 10) were verbal referrals to other advisers in the Advice Café, showing the benefits of co-location.

## **Community Coordination**

111. Authorities will be required to use part of their funding to create a more connected local welfare landscape that directly contributes to CRF Outcome 3 on bolstering the local level support landscape. Progress in improving local level support also contributes to improvements in the Fund's other outcomes on the provision of effective crisis support and improving individuals' financial resilience.

112. The activities that Authorities undertake through CRF's Community Coordination strand will build partnerships and referral pathways that make both immediate crisis responses and longer-term resilience building possible. The effective co-ordination of statutory services, voluntary and community sector organisations, grassroots projects and place-based initiatives delivers benefits to both individuals needing support and the professionals involved, creating more financially resilient communities.

113. Stronger, easy to navigate local support landscapes provide a strong foundation for a “no wrong door” approach that improves community access to Resilience Services and enables appropriate referrals between Crisis/Housing Payments and Resilience Services.
114. Work within this strand is not limited to Authority boundaries. Authorities are encouraged to work across boundaries to consider what activities would improve support landscapes across their region. This may involve partnership working with regional bodies, including Mayoral Strategic Authorities.

### **What Authorities should do**

115. Authorities are expected to utilise their understanding of local need and existing provision to identify opportunities to connect services in a way that meets long-term CRF outcomes, address service gaps or expand existing provision. This may include introducing new services where there are gaps or enhancing existing services to better meet demand.
116. Authorities have the discretion to determine the most effective strategies for connecting their local support landscapes to meet CRF Outcomes 1 and 2. While approaches may vary across Authorities, effective coordination typically shares several core elements:
- Effective local coordination for financial resilience begins with a **network of people** who are motivated to act together to **achieve better outcomes** collaboratively and have a **shared understanding** of the local landscape in which services are operating.
  - This network is most effective when underpinned by a mechanism to facilitate robust referrals across agencies - for example, a digital referral system.
  - **Sustained investment and leadership.** Co-ordination at the local level can quickly diminish without ongoing support.

### **Case Study 14: How Birmingham maps support**

Birmingham has always had an enormous amount of support happening in communities - from food banks and pantries to Warm Welcome spaces, housing help, youth support, advice agencies, faith groups, libraries and hundreds of local organisations. The challenge hasn't been a lack of activity. It's been a lack of one clear picture. As their communities face complex, overlapping issues (food insecurity, rising costs, housing challenges, isolation, unemployment), they needed a view of the whole ecosystem - not just slices of it.

Birmingham commissioned [BrumChat](#) to pull all the partnership maps and support directories together into one place, with a single front door for residents, frontline staff, partners and hubs. It gives Birmingham a way to see everything in one place, keep the map live, avoid duplication, give residents clearer guidance and help frontline workers make better referrals.

117. Authorities should choose actions that best fit local need. Effective Community Coordination could include, but is not limited to:

- **Investing in convening and coordinating capacity** - partnerships that map and maintain a live directory of statutory, voluntary and community services and make this accessible to frontline staff and residents. This could involve the hiring of staff in enabling roles to facilitate this partnership working.
- **Coordinating with aligned programmes and initiatives** – to ensure that the CRF complements, supplements and or expands on existing provisions and that duplication is mitigated. This could include the matching or pooling of funds to achieve shared outcomes.
- **Partnerships with other organisations** to deliver coordinated support, develop local strategies to address poverty or negotiating favourable terms for people in low incomes (negotiation of social tariffs, discounted bills, debt cancellations or accessing energy-saving grants).
- **Outreach, producing and disseminating physical and digital materials** – that includes information of different local services available to individuals, how to apply and where to access services. This could be done through development of Authorities’ websites or community locations such as schools, GPs and libraries.
- **Digital tools** and systems that enable mapping activities, coordinated working, supported referrals and feedback loops across a range of different services.
- **Service design and co-production** with residents and local community groups to improve outcomes and increase efficiencies for both those delivering the CRF and those in receipt of its support.
- **Co-location of services** – different services or professional groups being situated in the same physical space or building to provide more integrated and accessible support to individuals. Co-location can occur in areas that are commonly used by communities to enable access for a wide range of groups. This could involve situating advice services in locations such as Authority services, hubs, leisure centres, Family Hubs, libraries and GP surgeries, amongst others.

- **Capability building** - shared protocols, training and data sharing so partners can identify need early and direct people to appropriate timely support.

### **Case Study 15: Hackney Council System Convener**

During the pandemic, Hackney experienced how relational collaboration between the Council and voluntary and community sector (VCS) partners could deliver more effective support. Hackney saw an opportunity with the HSF to support two **System Convening roles** who operate between strategy and street-level practice. They built relationships with frontline professionals from the VCS, Health and Council, learning about needs, barriers and ideas for change. They connect people across sector boundaries by making introductions, facilitating conversations and sharing knowledge and resources. In relationship with cross-sector partners, they've created the conditions to test and learn from different ways of supporting residents:

- **A fortnightly drop-in for families in temporary accommodation** – informal spaces with play, food and consistent access to advice and services
- **Co-location of support** – money, energy, housing and advice support at community spaces, maximising income and reduce essential costs
- **Council Tax escalation route** – cross-sector collaboration for complex cases
- **Tools for frontline staff sessions** – bi-weekly knowledge sharing and reflective learning

This has had the following positive impacts:

- residents gained **earlier, more holistic support**, preventing deepening crises
- Council services strengthened relationships VCS and health partners, shaping system-level solutions
- **longer-term policy**
- **and service redesign**, including the [Council's transformation programme](#)

**Case Study 16: Norfolk Community Advice Network**

Norfolk Community Advice Network (NCAN) is a network of advice-sector organisations, working across the breadth of social welfare advice in Norfolk. The **NCAN referral system** is a web-based system that has facilitated **over 30,000** referrals between cross-sector partners, in areas such as welfare benefits, debt, housing and mental health. The system ensures that there is a joined-up 'no wrong door' approach to advice and support in Norfolk, gradually moving away from the process of 'signposting' which doesn't always work for clients.

With a built-in monitoring and analysis function, the NCAN Referral System facilitates analysis of referrals from and to organisations. This analysis can be used to demonstrate impact by sector, geographic and demographic groupings. For clients and service users, this means that the receiving organisation takes responsibility for making contact. Referrals are sent to the most appropriate agency securely and quickly and, most importantly, the individual seeking support doesn't have to repeat their story to multiple professionals working across issues.

For professionals, the benefits include access to **over 100 advice-based teams and organisations** across Norfolk. The system also facilitates the transfer of client documents and confidential information securely. Referring organisations and professionals can track the progress of outgoing referrals, preventing the duplication of triage work and promoting shared access and partnership working.

## **Scheme management**

### **DWP funding arrangements**

118. The CRF is a consolidated revenue grant that will be delivered through the Local Government Finance Settlement from the FYE March 2027. This consolidated grant will be ringfenced to be spent as detailed in this guidance and the annual

119. Grant Determination. Allocations will be provided annually in the Local Government Finance Settlement. It will be paid by monthly instalments through Section 31 of the Local Government Act 2003 and the Ministry of Housing, Communities and Local Government will administer the payments, subject to the conditions set out in this guidance and the CRF Grant Determination Letter.
120. DWP will validate and verify returns to ensure that reported spend is eligible and in line with the objectives of The Fund. Where there is identification of ineligible spend and, where deemed necessary, recovery action will be undertaken by the Ministry of Housing, Communities and Local Government, as instructed by DWP.
121. Where there is identification of underspend at the end of CRF Year 3 (the FYE March 2029), recovery action may be undertaken by the Ministry of Housing, Communities and Local Government, as instructed by DWP.

## Funding allocation within the CRF

122. In Years 1 and 2 of the Fund, the current Authority recipient of DHPs (District Councils and Unitary Authorities) will continue to receive an allocation to be spent on Housing Payments. The remainder of the CRF funding will be allocated and issued to County Councils and Unitary Authorities. In Year 1 (the FYE March 2027) and Year 2 (the FYE March 2028), Authorities are expected to maintain existing levels of spending on Housing Payments, using the FYE March 2026 allocations for Discretionary Housing Payments as a guide. From Year 3 (the FYE March 2029) onwards, all CRF funding will be distributed to Unitary Authorities (and County Councils that continue to operate in the FYE March 2029). See **Annex E** for a breakdown of how much Authorities are expected to spend on Housing Payments in the FYE March 2029. Authorities are expected to consider a tolerance of a 20% increase or decrease to these expected spending levels. However, the exact proportions of The Fund allocated between these components are at the Authority's discretion and may vary between years. This means Authorities can under or overspend on the Housing Payment allocation, with funds coming from or going to other Fund areas on Crisis Payments, Resilience Services or Community Coordination. This added flexibility allows Authorities to target funds where they believe the greatest need is.
123. Authorities are required to allocate their CRF funding to each of the four CRF strands to deliver provision that meets the CRF outcomes. Except for the Housing Payment allocation outlined in paragraph 11, there is no recommended percentage for how funds should be distributed among components. This allocation between strands is expected to vary between Authorities based on local needs to achieve CRF outcomes. However, given the focus of the Fund in improving individual and local financial resilience, Authorities are expected to focus a significant part of their funding to address this.
124. **Note:** 'Significant is not quantified in recognition of the differing local contexts. Authorities are encouraged to determine what constitutes as significant within the context of their local needs and existing provision of Resilience Services.

## Administrative costs

125. Authority funding allocations include administrative costs incurred for administering The Fund. For Years 1 and 2, administration costs for the Housing Payment will be recommended as detailed in **Annex E**. In Year 3, these will be at the discretion of the Authority.
126. In all cases, Authorities should keep administrative costs to a reasonable and proportionate level. What constitutes as reasonable will vary between Authorities and may vary year on year depending on the activities being undertaken. In some instances, higher administrative costs may be required to deliver more effective schemes that better meet CRF outcomes.
127. **Note:** 'Reasonable' is not quantified in recognition of the differing local contexts and the changing administrative needs of implementing a new scheme. Authorities are encouraged to determine what constitutes as reasonable within the context of their current administrative structures and the actions necessary to meet CRF outcomes.
128. All arrangements should be subject to appropriate due diligence and adhere to cost-effective commercial processes to ensure value for money and alignment with public sector standards. DWP will engage with Authorities where necessary, including in relation to where administrative expenditure does not appear to justify the outcomes it is seeking to achieve.
129. Authorities should report their administration costs, including those delivered by partner organisations, separately within their MI returns. These administrative costs may include but are not limited to:
- staff costs
  - advertising and publicity to raise awareness of The Fund (this includes costs to make material more accessible, such as translation costs or providing diverse formats)
  - data and analytics for targeting support
  - web page design

- printing application forms
- MI reporting costs
- digital or IT costs for referral systems
- small IT changes, such as to facilitate MI production

Administration costs for each Authority will be published on [www.gov.uk](http://www.gov.uk) alongside details of all spend and volumes related to The Fund.

## Compliance mechanisms

130. Authorities should seek to implement all elements of the Fund as far as possible by 1 April 2026. Where an Authority is not able to do this, Authorities should set this out in their delivery plans, explaining the reasons for delayed implementation, the timeline they are working to and any mitigations they are putting in place in the interim.
131. If the recipient Authority fails to comply with any of the conditions set out in this guidance or the Grant Determination, or if any overpayment is made under this grant, or any amount is paid in error, or any unspent funding at the end of Year 3 is not returned, the Minister may reduce, suspend or withhold grant payments, or require the repayment of the whole or any part of the CRF grant monies paid, as may be determined by the Minister and notified in writing to the recipient Authority. The list below contains examples of a breach of the grant conditions:
- Inappropriate use of funding or no evidence of funding having been spent on the specified purpose.
  - Failure to submit one or more of the documents as specified in the CRF Grant Determination.
132. Such sum as has been notified will immediately become repayable to the Minister who may offset the sum against any future amount due to the recipient Authority from central government.
133. The definition of spend is grant funding that has been provided to individuals, organisations and/or administrative costs within the scope of the criteria set out in this guidance and within The Fund Period of 1 April 2026 to 31 March 2029.

134. For audit purposes where an Authority recycles and reuses expired vouchers the Authority must confirm the following by email to [lawelfare.pdt@dwp.gov.uk](mailto:lawelfare.pdt@dwp.gov.uk), copying in the Section 151 Officer/Chief Finance Officer (CFO):

- the amount that has been returned
- reason for the return (for example, expired voucher)
- what the original spend was reported against in their final MI return, and
- confirm they intend to spend the total unspent amount against the same category of spend for the same group

135. DWP retain the right to undertake audits at any time, should it be considered appropriate and necessary.

### **Recovering overpayments from individuals or voluntary and community sector organisations**

136. An Authority can recover a CRF award where there has been:

- a misrepresentation or failure to disclose a material fact or change of circumstances by the claimant (either fraudulently or otherwise)
- an error made when the application was determined

### **Unused funding returned from voluntary and community sector organisations**

137. Where a voluntary and community sector organisation returns unused funding before the end of The Fund Period, the Authority is free to spend that funding in any eligible category for the duration of The Fund Period.

138. Where a voluntary and community sector organisation returns unused funding after The Fund Period has ended, the Authority can re-issue any returned funding within a reasonable timeframe from the point the Authority becomes aware of the unused funds, but only under the same category that the spend was originally reported against. Authorities can distribute this funding themselves and do not have to go back through the original voluntary and community sector organisations.

139. For audit purposes, where an Authority re-issues returned voluntary and community sector organisation funding after The Fund Period has ended, they must confirm the following by email to [lawelfare.pdt@dwp.gov.uk](mailto:lawelfare.pdt@dwp.gov.uk) (copying in their Section 151 Officer/CFO):

- the amount that has been returned
- reason for the return (for example voluntary and community sector organisations underspend)
- what the original spend was reported against in their final MI return
- the intention to spend the total unspent amount against the same category of spend for the same group

### **Notification of decision, appeals and reconsideration processes**

140. You must inform the claimant of the Crisis or Housing Payment decision either in writing or electronically (if the claimant has agreed to this). This information should include appropriate explanations and/or any reasons for non-payment.

141. This must be done as soon as is reasonably practicable. Authorities must be consistent and avoid unnecessary delay, considering that applications for support are often to deal with an immediate need.

142. A decision on a CRF award does not carry a right of appeal to a Social Security Tribunal. The route of judicial review is available and a complaint may be made to the Local Government and Social Care Ombudsman if there is an allegation of maladministration or service failure.

143. However, as discretionary decisions made by public bodies are subject to public law principles of fairness, reasonableness and lawfulness, Authorities are encouraged to put in place an effective internal review procedure to provide applicants with a clear route to challenge errors and ensure decisions are made consistently and fairly. This is also recommended by the Local Government and Social Care Ombudsman. A reconsideration or 'internal review' mechanism could also help resolve disputes and avoid litigation.

144. Authorities should provide clear and timely information about how and when to request a review. Authorities have discretion to decide who reviews a decision. There is no requirement that the review arrangements take any format as long as the Authority's process is consistent and the original decision maker is not involved. It is best practice to provide this information alongside and separate to information about application decisions.
145. The claimant should be notified of any review outcome in writing, including reasons, as soon as is reasonably practical.

### **Managing the risk of fraud**

146. Given the scale of CRF funding and the number of Authorities and delivery partners involved, the risk of fraud and error is heightened. Authorities are responsible for managing and mitigating fraud risks and must report any identified instances without delay. Throughout the scheme, lessons learned will be shared to support Authorities in detecting and preventing fraudulent activity.
147. Money or other assistance procured from an Authority or a person acting on an Authority's behalf by fraud does not count as an Authority's eligible spend under The Fund.
148. To help mitigate fraud risks, we expect Authorities to work across levels of Local Government and other organisations chosen to administer The Fund to ensure support is going to those with genuine need and to help minimise the risk of fraud in delivering the CRF.
149. Authorities wishing to work with voluntary and community sector organisations to deliver The Fund must carry out suitable due diligence checks to ensure they are viable and able to deliver the support. So, for example, ensuring all voluntary and community sector organisations are registered and taking extra caution if they are new organisations.

150. The Authority must maintain a sound system of internal governance and financial controls in relation to the grant. If the Authority has any grounds for suspecting financial irregularity in the use of any grant paid under the determination, it must notify DWP immediately, explain what steps are being taken to investigate the suspicion and keep DWP informed about the progress of the investigation. For these purposes 'financial irregularity' includes fraud or other impropriety, mismanagement and the use of the grant for purposes other than those for which it was provided.

151. If you suspect fraud, you should notify DWP of the:

- number of instances and
- total amount lost

152. This will help DWP identify any emerging threats and share them with other Authorities, so they can take steps to prevent and detect any fraud in their Fund.

### **Complying with Subsidy (previously State Aid) Rules**

153. The Fund should not be used for any economic undertaking. Whichever way the Authority uses the funding, including work in partnership with others, all Subsidy rules (previously State Aid) issues should be considered. Check whether the 'de minimis' regulation exception applies. You should also follow Government procurement procedures where relevant.

### **Existing funding structures**

154. The use of the Fund to deliver and maintain activity for which the Authority is already receiving funding from HM Government is **not** permitted.

155. Authorities should assess how CRF funding aligns with their existing funding sources and determine how to use the CRF to complement current services without creating duplicate provisions. The Authority can choose to supplement or expand through the Fund existing provision delivered by, or on behalf of, the Authority where it aligns with CRF policy intent.

156. Authorities will need to consider how their CRF schemes will fit with their existing services where these offer help to similar client groups to ensure that the support provided is complementary not duplicative. There is no comprehensive list which covers all possible existing provision, but it may include:

- LWA provision: Authorities should consider how CRF can complement their existing LWA schemes. We would not expect Authorities to use CRF to replace existing LWA funded provision. It is important that Authorities' existing LWA schemes continue to be funded as they have been previously so that the CRF funding can be used to build or expand upon existing services
- Holiday Activities and Food Programme provision
- Other placed-based and National initiatives such as Trailblazers, Connect to Work, Financial Inclusion Strategy and WorkWell
- Services tackling homelessness and provision under the Homelessness, Rough Sleeping and Domestic Abuse Grant
- Community-Based Debt Advice Grant Scheme
- Social work services and support for young people leaving care
- Throughcare and aftercare for people with a conviction
- Housing and housing adaptation services
- Any support provided by registered social landlords.

157. Authorities, when considering rights, should also consider the rights that all children have to help fulfil their potential as laid out in the UNCRC (United Convention on the Rights of the Child).

## **Accessibility**

158. Authorities should ensure that the scheme remains accessible to everyone who may need support through the CRF. This includes people who have a disability (including learning disability), impairment, terminal illness, sensory loss, mental health difficulty, are affected by digital exclusion or illiteracy, transport barriers or are vulnerable due to their current circumstances. Services should be easy to find and access so that individuals can gain support quickly and easily.

Therefore, Authorities should provide:

- services that are easy to reach and low effort to access. Application windows should not be time-limited, as this may disadvantage certain groups
- flexible services that enable a person-centred approach
- information and intuitive processes that are simple to access and use
- information in a range of accessible formats such as, Braille, EasyRead and large print
- alternative ways to access and apply for support, including offline access for people who are digitally excluded. For further information, please see the [Accessible Information Standard](#)

159. When an applicant has specific requirements resulting from a disability or impairment, such as vision, cognitive or hearing impairments or a learning disability, Authorities should ensure that the decision on a Crisis Payment or Housing Payment application is communicated in a manner that appropriately accommodates their needs. Regardless of outcome, individuals should receive a warm referral to appropriate specialist internal or third party support.

160. When assessing the immediate and underlying needs of an Applicant with health conditions, disabilities or terminal illness, Authorities should consider whether their medical needs may result in higher expenditure, above average need or whether the individual has limited capacity to seek out alternative support, including but not limited to higher energy use (such as for running medical equipment, storing medication or maintaining a safe living temperature within the home) and transport (such as to hospital or hospice appointments).

161. If an applicant is vulnerable and requires support, an application can be accepted from someone acting on behalf of the applicant such as [an appointee](#), including a friend or relative or a voluntary and community sector organisation or an employee of the Authority. Appropriate checks and assurances should be undertaken.
162. When an applicant or a member of their household has a terminal illness, Authorities should strongly consider fast-tracking applications for Crisis Payments or Housing Payments, and/or referrals to Resilience Services. See further [guidance on supporting those with terminal illness](#).
163. When awarding the Housing Payment to those with terminal illness, Authorities may use their discretion to minimise the need for the Applicant to re-claim for support within a 12-month period.

## **Public Sector Equality Duty**

164. In accordance with the Public Sector Equality Duty, DWP has had due regard to the potential equalities impacts of this grant.
165. Under the Equality Act 2010, all public authorities must comply with the Public Sector Equality Duty. For the purposes of this grant and the distribution of funding, Authorities should have due regard to the need to:
- put an end to unlawful behaviour that is banned by the Equality Act 2010, including discrimination, harassment and victimisation
  - advance equal opportunities between people who have a protected characteristic and those who do not
  - foster good relations between people who have a protected characteristic and those who do not
166. When developing your local delivery frameworks, you should ensure people are not disadvantaged or treated unfairly by The Fund. For example, any application process should be easy to access and navigate.

167. Authorities should also consider how any local CRF delivery frameworks may impact those with characteristics protected under the Equality Act. Where an impact that would be detrimental to people with protected characteristics is identified, Authorities should consider appropriate mitigation measures.

## **Scheme awareness and communication**

168. Authorities must make sure that their CRF schemes are clearly advertised, inclusive and accessible. **Authorities must use the terms 'Crisis Payment' and 'Housing Payment' for naming of their Crisis and Resilience Fund schemes. Crisis and Housing Payments must reference they are funded by the Crisis and Resilience Fund. Resilience Services should reference they are funded by the Crisis and Resilience Fund, where possible.**

169. It is mandatory for Authorities to make public their plans for The Fund. This should include a website page and a non-digital offer dedicated to The Fund. These provisions must:

- Be titled the 'Crisis and Resilience Fund' and, for the website page, be found on the Authority's main website. The web address must be shared with DWP to link from their CRF [www.gov.uk](http://www.gov.uk) page.
- Be easily accessible with listed alternative formats (such as, Braille, EasyRead and large print).
- Outline the Authority's plans for the funding, including details of who is eligible in the area.
- Detail how people can apply for a Crisis Payment and the Housing Payment.
- Include a specific reference that the grant is funded by the UK Government in accordance with the Funded by UK Government Branding Manual.

170. Authorities are required to use CRF branding for their respective schemes, utilising brand assets provided by DWP.

171. Authorities are responsible for printing and distributing physical materials as needed. While branding is centrally managed by DWP, Authorities may exercise discretion in how they present the Fund locally, provided they adhere to the core identity and messaging.
172. It is mandatory for Authorities to reference that the grant is funded by the UK Government in any publicity material, including online channels and media releases. This includes use of the relevant branding materials in accordance with the [Funded by UK Government Branding Manual](#) provided to all Authorities. This requirement extends to other public bodies delivering the scheme on behalf of the Authority and the Authority is responsible for ensuring that this is met.
173. Authorities should consider inclusive and accessible ways in which they might advertise the availability of The Fund to local people through outreach activities and promotional materials, for example in local family or community hubs and GP surgeries. We expect Authorities to advertise the scheme through various channels and not just online.

## **Working with other organisations**

174. Authorities are expected to work collaboratively within Authorities structures (in other words, different levels of local government) and organisations to meet the objectives of The Fund. This includes working closely with voluntary and community sector organisations and other partner organisations such as community groups who may come into contact with people in need.
175. Organisations that Authorities should consider collaboration with may include but are not limited to:
- registered charities, voluntary organisations and community groups
  - schools and GPs
  - Family Hubs
  - businesses
  - philanthropic organisations
  - organisations providing support in particular circumstances

- Members of Parliament
- people with lived experience
- local Job Centres and other DWP provisions

176. Where Authorities are working with voluntary and community sector organisations, this should be done on an objectively fair, transparent and non-discriminatory basis whilst having regard to the time available to deliver The Fund. Authorities are strongly encouraged to collaborate closely with different parts of the Authority structure to ensure roles, responsibilities and effective arrangements are put in place to deliver The Fund promptly and efficiently. Authorities without mechanisms in place to administer CRF should consider whether another Authority tier is better placed to administer CRF on their behalf. Authorities are also encouraged to ask neighbouring Authorities to work together to help prevent double provision and or no provision.

## DWP engagement

177. DWP will continue to respond to questions we receive through the designated inbox as quickly as possible. DWP will also continue to engage with Authorities throughout the course of The Fund Period and will provide opportunities to engage with the department and other Authorities to share local innovations, good practice and work collaboratively. DWP may host Ministerial engagement roundtable events as required. Where Authorities are invited to these events, an appropriate representative will be expected to attend.

## Reporting and MI

178. Authorities must comply with DWP's reporting and MI requirements. This includes submitting an **annual delivery plan** and providing MI returns on a **six-monthly basis**. Full details, including templates and deadlines, are set out in The Crisis and Resilience Fund (April 2026 to March 2029) MI Reporting Requirements.

179. The Crisis and Resilience Fund Reporting Requirements are designed to:

- build a robust evidence base to demonstrate impact and support future funding decisions
- ensure compliance and consistency across all Authorities, and
- enable continuous improvement, using and sharing insights between Authorities and DWP

180. The reporting framework focuses on indicators that help Authorities refine scheme design to meet local needs, while keeping reporting streamlined and proportionate to minimise administrative burden. DWP will also look to identify good practice and identify case studies that can be shared with DWP and other Authorities.

181. Authorities are required to complete a delivery plan for the Fund Period to outline their intentions for The Fund, clearly setting out their approach for use of the Fund, and to demonstrate the ways in which they intend to allocate their funding to achieve progress in the expected outcomes in each CRF strand. County Council and Unitary Authorities are required to send the initial delivery plan to DWP by 1 July 2026 with an annual update informing of any changes to the delivery plan. Authorities are expected to work collaboratively between their Authority Tiers (where applicable) in producing their delivery plan. Further details on Reporting Requirements, including responsibilities within two-tier Authorities, are set out in the Crisis and Resilience Fund Reporting Requirements 2026 to 2029.

182. DWP will contact Authorities to provide support and gather information throughout The Fund. DWP will contact Authorities for initial compliance and where further clarification is needed in respect of the information provided on the MI reporting template as detailed in the Crisis and Resilience Fund Reporting Requirements 2026 to 2029.

183. Where Authorities work with voluntary and community sector organisations, it is the responsibility of Authorities to collect MI and complete one collated MI return and submit to DWP.

184. Authorities are required to appoint an appropriate Senior Responsible Officer who will be accountable for ensuring a strong delivery plan is developed and agreed through necessary decision-making mechanisms, including engagement with the relevant Cabinet Member and ensuring compliance with and progress against their commitments in the delivery plan. Delivery plans and MI returns must be signed off by, and include the contact information of, the Authority's Section 151 Officer/CFO in accordance with their statutory assurance responsibility. The guidance for completion is provided within the Crisis and Resilience Fund (April 2026 to March 2029) MI Reporting Requirements document.
185. Authorities should engage with DWP to support the delivery of a DWP-led national evaluation of the CRF, including obtaining informed consent from individuals in receipt of CRF support when needed.

### **Case Study 17: Greater London Authority (GLA) Local Welfare and Support Framework**

Since 2024, Greenwich Council and Newham Council have partnered with the Greater London Authority (GLA) to test new ways of collecting and using data for their local crisis schemes and advice services to support more informed decision-making and ensure schemes meet local need.

Boroughs adopted a set of standard data measures through the 'Local Welfare and Support Framework' - a theory informed data collection methodology. The framework provides a consistent approach to data collection that can be integrated into existing case management and data systems. This goes beyond basic monitoring, by offering clear, pre-defined measures that are practical for boroughs to implement to track key data to understand who is being supported, what support they receive and what outcomes are achieved.

The resulting data is analysed to provide meaningful insights into service provision. For example, boroughs have been able to identify trends on the percentage of:

- service users from priority groups
- respondents who have experienced an improvement in wellbeing
- respondents in temporary housing who have moved into more secure accommodation

Through adopting the common framework, the boroughs have been able to better monitor their discretionary support schemes, producing a clearer picture of how they are working and the outcomes delivered. This has provided valuable insights, including building evidence to share learning and gathering improved information for strategic decisions and governance processes. Ultimately, these benefits help to improve the quality of service delivery for local residents and contribute towards a stronger, more responsive local safety net.

## Access to data

186. The Crisis and Resilience Fund is being classified as LWP. The provision of DWP data to Authorities is under the terms of the Memorandum of Understanding (MoU) between DWP and Authorities (Access, handling, exchange and protection of DWP's and HM Revenue and Customs' data). Authorities who have signed and returned the relevant section (Annex C) of the current DWP/Local Authority MoU have legal permission to access DWPs Searchlight portal and specific UC, Pension Credit, Employment and Support Allowance (ESA) (IR) and HB only data through a monthly data share for the purpose of The Fund.
186. Authorities will need to ensure they sign future iterations of the MoU and the appropriate Annex to continue to have the legal permission to access the data sources for LWP.
187. Staff accessing Searchlight will need to be registered with the Employee Authentication System. Further information on Searchlight can be found in the Local Authority Searchlight Training Pack available in the Searchlight folder on Glasscubes (the Authority/DWP online collaboration tool). If your Authority needs to discuss access to Glasscubes, contact [lawelfare.lasupport@dwp.gov.uk](mailto:lawelfare.lasupport@dwp.gov.uk)

## DWP Searchlight

188. This portal provides information on individual citizens' entitlement to (and confirms receipt of) DWP welfare benefits. Therefore, this data can be used to help Authorities identify and target those families and individuals to support. The Authority must also consider if the claimant is at statutory risk of homelessness and, therefore, owed a duty of support through the Homelessness, Rough Sleeping and Domestic Abuse Grant.
189. Searchlight can only be used to verify a specific individual's DWP benefit information. Therefore, if an Authority identified a group of potential claimants who may be eligible for The Fund from their own records, they can access Searchlight to verify each claimant's DWP benefit entitlement if relevant.

## DWP monthly data share

190. The UC, Pension Credit, ESA (IR) and HB only data will be provided monthly through Transfer Your File.

191. Authorities will receive two data shares on a monthly basis as detailed in **Annex D**:

**File One** – contains individual data of the National Insurance number, names and addresses (where available) of UC claimants within the Authority area and:

- Income below the thresholds of £7,400 per year for FSMs and income below the free prescription threshold of £935 per month as identified in their last UC assessment period.
- Those with a Limited Capability for Work (LCW) indicator within the last assessment period.
- The number of children in the household.
- Those whose award is subject to the benefit cap.
- Those with a deduction for RSRS and who receive LHA.
- The National Insurance number, names, addresses and contact telephone numbers of those in receipt of Guarantee Credit and or Savings Credit element of Pension Credit and their appointees if appropriate.
- The National Insurance number, names, addresses and contact telephone numbers of customers who are in receipt of HB but not in receipt of Pension Credit.

**Note:** ESA (IR) cases will cease to be provided once all customers have moved to UC, which is expected to be complete in 2026.

**File Two** – contains aggregate data showing those UC claimants that are:

- At or below the FSM income threshold.
- At or below the free prescription income threshold.
- In the LCW group.

192. Authorities also have access to their own non-DWP data to help identify vulnerable households who may be eligible for support under The Fund.

## **Scheme evaluation**

193. Authorities are encouraged to develop processes to monitor the effectiveness of their CRF activities. This could be done through evaluations or adopting a test and learn approach. Authorities can use a reasonable amount of their CRF funding to conduct local evaluations of their schemes. The results of these evaluations can provide Authorities with greater insight into the effectiveness of interventions. This evidence enables a clearer understanding of what strategies are effective within the local context and can inform future funding decisions.
194. The primary focus of an evaluation funded in this way could be to understand the effectiveness of scheme delivery, the impact the scheme has had on those in receipt of support, as well as their characteristics and experiences. A non-exhaustive list of local evaluation activities includes data collection (for example, quantitative surveying and/or qualitative interviewing with recipients, recipient representatives and/or delivery partners of The Fund), analysis and report writing. Subject to interest, DWP may be able to provide some limited analytical advice and support on evaluations.
195. All DWP-funded evaluation activity must be undertaken robustly, with regard to the Social Research Association guidance for conducting high-quality research ([What is high-quality social research.pdf \(the-sra.org.uk\)](https://www.the-sra.org.uk/what-is-high-quality-social-research.pdf)) to ensure meaningful and usable insights can be drawn from the findings, which are representative of the local area. Evaluations should be carried out with regard to the [Government Social Research ethical assurance guidance for Social and Behavioural research](#) to ensure appropriate ethical GDPR (General Data Protection Regulation) for anyone involved in the research process and be based on voluntary participation through informed consent. Receipt of support from The Fund must in no way be dependent on individuals participating in evaluation research.

196. To enable evaluation activities, Authorities should consider gaining permission from recipients of The Fund to be contacted in future for evaluation activities to enable collection of relevant contact details for follow-up research.
197. If allocation funds are used to carry out evaluation activities, aggregated and anonymised findings must be shared with DWP, and DWP/the Authority may also choose to share these with other Authorities to understand and disseminate best practice. Completed findings from any evaluation activity that uses CRF funding must be shared with DWP by the deadline of submitting the final MI return (4 May 2029). Authorities are still able to independently conduct their own self-funded evaluation activities on The Fund. In that case, they may still wish to adhere to the above guidance to ensure good practice.
198. Evaluation activity will be considered as an administration cost. It is at the discretion of Authorities whether they choose to conduct such evaluation activity.
199. Some Authorities may deem that conducting evaluation is not proportionate given the resource and cost required relative to the size of their allocation or if existing local evaluation evidence is already available.
200. Authorities should engage with the national DWP-led CRF evaluation, and any additional scheme evaluation activity conducted by DWP or on DWP's behalf, including obtaining informed consent to share details of those supported by CRF funding when necessary.

### **Updates to CRF Guidance**

201. DWP maintains the authority to revise this guidance as required.

### **Contact**

202. If you have any queries about the content of this guidance or use of The Fund, you can contact [lawelfare.pdt@dwp.gov.uk](mailto:lawelfare.pdt@dwp.gov.uk).

## **Annex A: Providing support to those with NRPF**

1. Authorities may rely on alternative legal powers under which to provide support using the CRF as a funding source, such as where necessary to meet eligible care needs, address child welfare concerns, improve the public health or prevent a breach of human rights. In these instances where the legal basis for support derives from alternative legal powers and not the Localism Act 2011, support may be provided to those with NRPF. The Authority must consider on a case-by-case basis the legal powers and duties they have in determining whether an individual with NRPF should be assisted through the CRF.

### **Potential alternative statutory powers**

2. This section provides guidance for Authorities considering supporting individuals with NRPF using the alternative powers of the Care Act 2014, the Children Act 1989 and or the National Health Service Act 2006.

#### **Care Act 2014**

3. For guidance on your duties and powers under the Care Act 2014, please refer to the [Care and support statutory guidance](#).

#### **Children Act 1989 (Children and families)**

##### **Duty to provide services for children in need, their families and other (Section 17)**

4. Authorities have a general duty to safeguard and promote the welfare of children within their area who are in need and, so far as is consistent with that duty, to promote the upbringing of such children by their families by providing a range and level of services appropriate to those children's needs.
5. Consider this duty if it appears that your local safeguarding arrangements for children in need within your area might apply. A child shall be taken to be in need if:

- they are unlikely to achieve or maintain, or to have the opportunity of achieving or maintaining, a reasonable standard of health or development without the provision for them of services by an Authority
  - their health or development is likely to be significantly impaired, or further impaired, without the provision for them of such services, or
  - they are disabled.
6. Support may be provided for the family of a particular child in need or for any member of their family, if it is provided with a view to safeguarding or promoting the child's welfare.
7. Before determining what services (if any) to provide for a particular child in need, you shall, so far as is reasonably practicable and consistent with the child's welfare, ascertain the child's wishes and feelings regarding the provision of those services, and give due consideration to such wishes and feelings.
8. The services you may provide may include providing accommodation and giving assistance in kind or in cash.
9. For further information on your child care responsibilities, please see [The Children Act 1989 guidance and regulations](#).
10. Record as: Decision made under Section 17 of the Children Act 1989 to safeguard and promote the welfare of a child in need.

## **National Health Service Act 2006 (Public health)**

### **Duty to improve public health (Section 2B)**

11. Authorities have a duty to take such steps as they consider appropriate to improve the public health in their area. This may include providing assistance (including financial assistance) to help individuals to minimise any risks to health arising from their accommodation or environment.
12. It is for the Authority to determine whether any particular step is appropriate, and in doing so it may have regard to matters such as the priority to be given to that

service as compared with other health improvement activity, the availability of resources and the extent of existing NHS services.

13. Where a service has a number of purposes, Authorities should consider the primary purpose – if health improvement is only an incidental effect or ancillary purpose, the service should continue to be carried out under other Authority powers.
14. Record as: decision made under Section 2B of the National Health Service Act 2006 to improve public health.

#### **Record keeping and compliance**

- Record decision under the relevant statutory power, not the Localism Act 2011 (to avoid “public funds” issue).
- Use the CRF as the funding source.
- Keep an audit trail: assessment, legal basis, proportionality and human rights considerations.

## Annex B: Legal considerations for Housing Payments

1. The following caselaw relates to DHPs. CRF Housing Payments, as comparable payments to DHPs, rely on the same principles established in the caselaw.

### **R v. LB Lambeth, ex parte Gargett**

2. The Court of Appeal's decision in 'R v. LB Lambeth, ex parte Gargett' sets out that any HB already paid towards 'housing costs' must be deducted when calculating the amount of a Housing Payment to avoid duplicate provision.
3. This case relates to rent arrears and specifically whether a DHP could be used to pay a lump sum towards rent arrears (the Court of Appeal found that a DHP could be used for this purpose). However, the case also discusses the issue of duplication of DHP and HB. In relation to preventing duplication of provision, part of the decision states 'housing benefits already paid for past housing costs must also be deducted. This is implicit in the purpose for which a DHP may be made. Otherwise, the applicant would be receiving a DHP for housing costs that have already been met by past payment of housing benefits. It would not be a case for a need for 'further' financial assistance to meet 'housing costs'.
4. The case does not prevent the use of a Housing Payment for rent in advance but indicates that when making such a decision on whether a Housing Payment can be applied, you may consider whether there is likely to be a duplication of payments for the initial part of the tenancy if the Housing Payment is made and if so, is there any means to avoid this.
5. If an LA decided that there is no way to avoid a duplication of the payment and the claimant is entitled to a Housing Payment in respect of housing costs (specifically a rent in advance payment), then the LA may still award a Housing Payment.

### **R v. Sandwell MBC, ex parte Hardy**

6. When deciding how to treat income from disability-related benefits such as Disability Living Allowance or the Personal Independence Payment, LAs must

have regard to the decision of the 'High Court in R v. Sandwell MBC, ex parte Hardy'.

7. This decision places an obligation on LAs to consider each DHP application on a case-by-case basis having regard to each component of the benefit, the purpose of those disability related benefits and whether the money from those benefits has been committed to other liabilities associated with disability.

## Annex C: Cash-first mechanisms

1. Cash-first mechanisms typically work by:
  - The Authority uses a platform to create unique, single-use barcodes or pins for customers.
  - These Barcoded vouchers are issued through email, text, post or printed to hand over to an individual present in-person.
  - Customers can then use these barcodes to redeem cash.

### Post Office Payout service

2. The Post Office Payout service is available at every post office and cash vouchers can be purchased directly from the Post Office or through voucher / cash transfer platforms available to Authorities. This cash-first mechanism has been proven to be highly reliable since Post Office branches hold substantial cash reserves due to their extensive banking services for most UK banks. The Post Office is required by Government to meet six 'access criteria' including that 99% of the UK population must be within 3 miles of their nearest post office. Furthermore, 99% of the total population in deprived urban areas must be within one mile.
3. Payouts can be configured for anonymous collection or require ID verification or authorised individuals can collect payments on behalf of customers. A Post Office clerk is available to assist individuals with the transaction, making the process straightforward and accessible for all users.

### ATM cash vouchers

4. There are over 15,000 ATM machines across the UK which distribute cash through PIN codes that bypass the need for a physical withdrawal card. ATM machines are located on streets or convenience stores, are available any time of day or night and expiration dates enable any unspent funds to be reimbursed. However, payouts can only be dispensed in fixed (usually £10.00) increments. Accessibility is limited by the requirement for a mobile phone.

### **Paypoint cash out vouchers**

5. Paypoint cash out vouchers can be redeemed at over 30,000 local Paypoint stores. Paypoint's network offers very high coverage in urban areas with 99.3% of the population living within 1 mile of a Paypoint location. Rural coverage is more limited. Some are open 24 hours a day. Paypoint cash vouchers can be paid out in 1p increments up to £100 and are usually redeemable within 30 days.

## Annex D: Local Welfare Provision monthly data share field definitions

### Local Welfare Provision monthly data share field definitions

#### File 1 – The list of individuals

Field Name	Description
claimant1_nino	The National Insurance number (NINO) of the lead UC claimant
claimant1_surname	The surname of the lead UC claimant in the Household
claimant1_forename1	The forename of the lead UC claimant in the Household
claimant2_nino	If applicable the NINO of the UC partner in the household. In some cases, this may be the same as the UC claimant NINO, usually where the partner NINO data is not available.
claimant2_surname	The surname of the UC partner if Claimant 2 NINO provided
claimant2_forename_1	The forename of the UC partner if Claimant 2 NINO provided
ap_start_date	The start date of the household's UC assessment period (AP)
ap_end_month	This will always be the month of the extract.
has_children_latest_ap	Set to 1 if the UC Household is recorded to have children in the AP used for the extract 1= children 0 = no children
total_children	The number of children recorded in the UC Household for the AP used in the extract, null = no children, the field

HAS\_CHILDREN\_LATEST\_AP will also be 0 if there are no children

has_lcw_latest_ap	Set to 1 if a member of the UC Household is in the UC limited capability for work group
eligible_prescription_latest_ap	Set to 1 if the UC Household is below the Free Prescription threshold
earnings_below_fsm_threshold	Set to 1 if the UC Household is below the Free School Meal threshold
country_name	England, Scotland, Wales
local_authority_name	Your LA name
local_authority_code	the standard lookup code for your authority
tyf_la_id_code	the LA ID code as registered on Transfer Your File for your authority
postcode_outward_code	Postcode sector in the ward
ward_name	Name of the ward
ward_code	Code of the ward
cap_applied	True, False or Null
spare_room_subsidy_removal	True, False or Null
local_housing_allowance_applied	True, False or Null
BENEFIT_TYPE	Will show one of the following: UC, PC, GC, SC, SC/GC, ESA-IR, HB
PC/ESA-IR/HB _NINO	The NINO of the PC/ESA-IR/HB customer
PC/ESA-IR/HB _SURNAME	The surname of the PC/ESA-IR/HB customer

PC/ESA-IR/HB_FORENAME_1	The first name of the PC/ESA-IR/HB customer
UC/PC/ESA-IR/HB_ADDRESS_LINE_1	The UC/PC/ESA-IR/HB customer address as recorded on the PC/ESA-IR/HB claim
UC/PC/ESA-IR/HB_ADDRESS_LINE_2	The UC/PC/ESA-IR/HB customer address as recorded on the PC/ESA-IR/HB claim
UC/PC/ESA-IR/HB_ADDRESS_LINE_3	The UC/PC/ESA-IR/HB customer address as recorded on the PC/ESA-IR/HB claim
UC/PC/ESA-IR/HB_ADDRESS_LINE_4	The UC/PC/ESA-IR/HB customer address as recorded on the PC/ESA-IR/HB claim
UC/PC/ESA-IR/HB_POSTCODE	The postcode as recorded on the UC/PC/ESA-IR/HB customer claim
PC/ESA-IR/HB_TELEPHONE_NO1	The telephone number of the PC/ESA-IR/HB customer as reported on the PC/ESA-IR/HB claim
PC/ESA-IR/HB_TELEPHONE_NO2	The second telephone number (if applicable) of the PC/ESA-IR/HB customer as reported on the PC/ESA-IR/HB claim
PC_APPOINTEE_SURNAME	If appropriate the surname of the Personal/Corporate Acting Body as reported on the PC claim
PC_APPOINTEE_FORENAME_1	If appropriate the forename of the Personal/Corporate Acting Body as reported on the PC claim
PC_APPOINTEE_ADDRESS_LINE_1	If appropriate the address of the Personal/Corporate Acting Body as reported on the PC claim
PC_APPOINTEE_ADDRESS_LINE_2	If appropriate the address of the Personal/Corporate Acting Body as reported on the PC claim

PC_APPOINTEE_ADDRESS_LINE_3	If appropriate the address of the Personal/Corporate Acting Body as reported on the PC claim
PC_APPOINTEE_ADDRESS_LINE_4	If appropriate the address of the Personal/Corporate Acting Body as reported on the PC claim
PC_APPOINTEE_POSTCODE	If appropriate the address of the Personal/Corporate Acting Body as reported on the PC claim
PC_APPOINTEE_TELEPHONE_NO1	If appropriate the telephone number of the Personal/Corporate Acting Body as reported on the PC claim
PC_APPOINTEE_TELEPHONE_NO2	If appropriate the second telephone number of the Personal/Corporate Acting Body as reported on the PC claim

## File 2 – The Aggregate file

This shows the following for your Authority:

Country (England, Scotland or Wales)

Local Authority (the name of your Authority)

LOCAL\_AUTHORITY\_CODE (the standard lookup code for your authority)

TYF\_LA\_ID\_CODE (the Transfer Your File code for your authority)

For each postcode sector (POSTCODE\_OUTWARD\_CODE) in a ward  
(WARD\_NAME), (WARD\_CODE)

Number of Households in the ward with UC Limited Capability to Work group  
(HAS\_LCW\_LATEST\_AP)

Number of UC households in the Authority without children  
(HHS\_NO\_CHILDREN\_IN\_LA)

Number of UC households in the Authority with children  
(HHS\_WITH\_CHILDREN\_IN\_LA)

Number of children in the Authority in UC households with children  
(NO\_OF\_CHILDREN\_IN\_LA)

Number of UC households without children in the postcode sector that are below the Free School Meal income threshold and free prescription threshold  
(HHS\_NO\_CHILDREN\_PRESC\_OR\_FSM)

Number of UC households without children in the postcode sector that are below the Free Prescription income threshold (HHS\_NO\_CHILDREN\_PRESC)

Number of UC households without children in the postcode sector that are below the Free School meal income threshold (HHS\_NO\_CHILDREN\_FSM)

Number of UC households with children in the postcode sector that are below the Free School Meal income threshold and free prescription threshold  
(HHS\_WITH\_CHILDREN\_PRESC\_OR\_FSM)

Number of UC households with children in the postcode sector that are below the Free Prescription income threshold (HHS\_WITH\_CHILDREN\_PRESC)

Number of UC households with children in the postcode sector that are below the Free School meal income threshold (HHS\_WITH\_CHILDREN\_FSM)

Number of children in UC households in the postcode sector that are below the Free School Meal income threshold and free prescription threshold  
(CHILDREN\_PRESCRIPTIONS\_OR\_FSM)

Number of children in UC households in the postcode sector that are below the Free Prescription income threshold (CHILDREN\_PRESCRIPTION)

Number of children in UC households in the postcode sector that are below the Free School meal income threshold (CHILDREN\_FSM)

## Annex E: CRF Allocations for Housing Payments

1. CRF allocations for the Housing Payment strand will be delivered through Unitary and District Councils in the FYE March 2027 and FYE March 2028 and a separate administrative budget is also allocated. County Councils are shown with zero allocation in these years. In the FYE 2029, Housing Payment allocations are made to Unitary and County Councils, so District Councils are shown with zero allocation for this year. No separate Housing administrative budget is allocated in the FYE March 2029.
2. This table shows the amounts that Authorities are expected to spend on the Housing Payment strand of the CRF. The exact proportions of how The Fund is allocated between its components are at the Authority's discretion and may vary between years (see paragraph 11 for further details).

Local authority	FYE March 2027 and FYE March 2028 Housing Payment Allocation	FYE March 2027 and FYE March 2028 Housing Admin Allocation	FYE March 2029 Housing Payment Allocation
Adur	£87,973	£13,594.52	£0
Amber Valley	£122,855	£22,977.05	£0
Arun	£225,903	£35,899.72	£0
Ashfield	£148,984	£32,139.76	£0
Ashford	£196,507	£30,036.95	£0
Babergh	£86,572	£14,382.24	£0
Barking and Dagenham	£727,763	£102,693.44	£911,215
Barnet	£1,474,953	£151,955.01	£1,508,306
Barnsley	£389,289	£75,936.11	£401,551
Basildon	£323,563	£51,387.38	£0
Basingstoke and Deane	£231,553	£31,206.04	£0

<b>Local authority</b>	<b>FYE March 2027 and FYE March 2028 Housing Payment Allocation</b>	<b>FYE March 2027 and FYE March 2028 Housing Admin Allocation</b>	<b>FYE March 2029 Housing Payment Allocation</b>
<b>Bassetlaw</b>	£125,261	£26,153.86	£0
<b>Bath and North East Somerset</b>	£193,278	£27,886.69	£161,165
<b>Bedford</b>	£237,954	£39,649.43	£283,501
<b>Bexley</b>	£385,556	£52,938.09	£399,760
<b>Birmingham</b>	£2,689,243	£484,109.80	£2,401,114
<b>Blaby</b>	£63,060	£10,930.89	£0
<b>Blackburn with Darwen</b>	£227,242	£52,706.27	£247,838
<b>Blackpool</b>	£192,583	£56,354.97	£309,149
<b>Bolsover</b>	£92,696	£19,432.61	£0
<b>Bolton</b>	£459,755	£91,520.51	£470,557
<b>Boston</b>	£75,494	£15,691.20	£0
<b>Bournemouth, Christchurch and Poole</b>	£645,158	£92,606.95	£710,965
<b>Bracknell Forest</b>	£143,414	£18,014.37	£172,282
<b>Bradford</b>	£847,980	£183,291.67	£867,703
<b>Braintree</b>	£178,477	£27,084.86	£0
<b>Breckland</b>	£140,158	£27,521.20	£0
<b>Brent</b>	£1,620,155	£180,160.97	£1,588,136
<b>Brentwood</b>	£90,930	£11,187.92	£0
<b>Brighton and Hove</b>	£645,514	£85,557.24	£525,827
<b>Bristol</b>	£740,869	£134,643.14	£638,964
<b>Broadland</b>	£82,733	£14,826.74	£0
<b>Bromley</b>	£512,968	£66,386.04	£522,160

<b>Local authority</b>	<b>FYE March 2027 and FYE March 2028 Housing Payment Allocation</b>	<b>FYE March 2027 and FYE March 2028 Housing Admin Allocation</b>	<b>FYE March 2029 Housing Payment Allocation</b>
<b>Bromsgrove</b>	£62,332	£11,113.53	£0
<b>Broxbourne</b>	£258,140	£30,548.05	£0
<b>Broxtowe</b>	£83,603	£15,565.03	£0
<b>Buckinghamshire Council</b>	£623,616	£77,433.99	£786,177
<b>Burnley</b>	£148,472	£33,948.32	£0
<b>Bury</b>	£209,441	£43,622.57	£260,660
<b>Calderdale</b>	£340,648	£60,752.27	£260,924
<b>Cambridge</b>	£138,217	£23,861.54	£0
<b>Cambridgeshire</b>	£0	£0.00	£662,259
<b>Camden</b>	£622,578	£74,072.74	£547,372
<b>Cannock Chase</b>	£85,409	£19,232.43	£0
<b>Canterbury</b>	£197,748	£31,723.29	£0
<b>Castle Point</b>	£148,138	£20,393.37	£0
<b>Central Bedfordshire</b>	£247,516	£38,723.70	£367,786
<b>Charnwood</b>	£135,431	£24,348.24	£0
<b>Chelmsford</b>	£202,891	£27,889.90	£0
<b>Cheltenham</b>	£106,443	£17,968.89	£0
<b>Cherwell</b>	£187,383	£28,043.83	£0
<b>Cheshire East</b>	£348,661	£59,230.33	£376,453
<b>Cheshire West and Chester</b>	£375,530	£67,782.34	£371,026
<b>Chesterfield</b>	£140,446	£26,548.72	£0
<b>Chichester</b>	£145,722	£21,403.18	£0
<b>Chorley</b>	£106,566	£19,840.74	£0

<b>Local authority</b>	<b>FYE March 2027 and FYE March 2028 Housing Payment Allocation</b>	<b>FYE March 2027 and FYE March 2028 Housing Admin Allocation</b>	<b>FYE March 2029 Housing Payment Allocation</b>
<b>City of London</b>	£13,611	£1,801.82	£9,904
<b>Colchester</b>	£258,862	£39,575.01	£0
<b>Cornwall</b>	£755,235	£139,888.69	£672,397
<b>Cotswold</b>	£71,475	£10,981.10	£0
<b>Coventry</b>	£731,530	£111,281.32	£618,730
<b>Crawley</b>	£227,592	£31,335.33	£0
<b>Croydon</b>	£1,241,242	£149,602.20	£1,195,587
<b>Cumberland</b>	£340,232	£64,973.61	£377,517
<b>Dacorum</b>	£246,208	£30,361.12	£0
<b>Darlington</b>	£154,394	£29,818.77	£146,105
<b>Dartford</b>	£178,490	£27,129.10	£0
<b>Derby</b>	£332,258	£66,633.61	£409,486
<b>Derbyshire</b>	£0	£0.00	£808,382
<b>Derbyshire Dales</b>	£57,865	£9,138.64	£0
<b>Devon</b>	£0	£0.00	£867,385
<b>Doncaster</b>	£497,602	£96,592.19	£537,433
<b>Dorset Council</b>	£458,298	£69,963.58	£421,440
<b>Dover</b>	£176,439	£29,300.07	£0
<b>Dudley</b>	£473,000	£82,697.86	£424,520
<b>Durham</b>	£836,254	£153,067.07	£775,255
<b>Ealing</b>	£1,458,664	£165,032.04	£1,351,912
<b>East Cambridgeshire</b>	£67,716	£10,822.22	£0
<b>East Devon</b>	£149,659	£22,258.35	£0

<b>Local authority</b>	<b>FYE March 2027 and FYE March 2028 Housing Payment Allocation</b>	<b>FYE March 2027 and FYE March 2028 Housing Admin Allocation</b>	<b>FYE March 2029 Housing Payment Allocation</b>
<b>East Hampshire</b>	£88,281	£13,813.23	£0
<b>East Hertfordshire</b>	£169,250	£19,445.09	£0
<b>East Lindsey</b>	£208,153	£42,319.01	£0
<b>East Riding of Yorkshire</b>	£329,687	£56,788.99	£327,833
<b>East Staffordshire</b>	£114,778	£22,589.94	£0
<b>East Suffolk</b>	£297,949	£52,812.56	£0
<b>East Sussex</b>	£0	£0.00	£852,286
<b>Eastbourne</b>	£241,581	£32,302.69	£0
<b>Eastleigh</b>	£123,292	£16,830.35	£0
<b>Elmbridge</b>	£196,640	£20,861.28	£0
<b>Enfield</b>	£1,670,771	£183,056.78	£1,724,739
<b>Epping Forest</b>	£104,045	£19,587.12	£0
<b>Epsom and Ewell</b>	£114,414	£12,365.04	£0
<b>Erewash</b>	£116,528	£21,727.57	£0
<b>Essex</b>	£0	£0.00	£2,285,109
<b>Exeter</b>	£133,300	£22,800.38	£0
<b>Fareham</b>	£86,557	£12,069.18	£0
<b>Fenland</b>	£127,604	£26,164.24	£0
<b>Folkestone and Hythe</b>	£205,129	£32,046.72	£0
<b>Forest of Dean</b>	£71,991	£14,922.88	£0
<b>Fylde</b>	£79,316	£13,685.49	£0
<b>Gateshead</b>	£353,382	£61,569.41	£303,983
<b>Gedling</b>	£103,352	£17,996.99	£0

<b>Local authority</b>	<b>FYE March 2027 and FYE March 2028 Housing Payment Allocation</b>	<b>FYE March 2027 and FYE March 2028 Housing Admin Allocation</b>	<b>FYE March 2029 Housing Payment Allocation</b>
<b>Gloucester</b>	£187,557	£32,398.41	£0
<b>Gloucestershire</b>	£0	£0.00	£668,726
<b>Gosport</b>	£64,080	£14,843.99	£0
<b>Gravesham</b>	£178,908	£27,363.24	£0
<b>Great Yarmouth</b>	£174,349	£33,767.12	£0
<b>Greenwich</b>	£665,818	£95,357.44	£760,868
<b>Guildford</b>	£149,866	£19,030.55	£0
<b>Hackney</b>	£1,192,513	£147,562.80	£976,317
<b>Halton</b>	£279,321	£48,197.33	£222,140
<b>Hammersmith and Fulham</b>	£595,540	£71,631.78	£531,144
<b>Hampshire</b>	£0	£0.00	£1,718,341
<b>Harborough</b>	£51,889	£7,885.34	£0
<b>Haringey</b>	£1,192,612	£139,057.57	£1,167,811
<b>Harlow</b>	£171,557	£25,668.20	£0
<b>Harrow</b>	£695,591	£77,014.13	£725,809
<b>Hart</b>	£89,597	£9,331.89	£0
<b>Hartlepool</b>	£233,796	£38,437.87	£180,929
<b>Hastings</b>	£220,901	£37,087.08	£0
<b>Havant</b>	£166,157	£29,326.07	£0
<b>Havering</b>	£465,294	£61,468.67	£589,066
<b>Herefordshire, County of</b>	£192,609	£36,221.71	£198,856
<b>Hertfordshire</b>	£0	£0.00	£2,148,153
<b>Hertsmere</b>	£219,612	£25,802.29	£0

<b>Local authority</b>	<b>FYE March 2027 and FYE March 2028 Housing Payment Allocation</b>	<b>FYE March 2027 and FYE March 2028 Housing Admin Allocation</b>	<b>FYE March 2029 Housing Payment Allocation</b>
<b>High Peak</b>	£81,184	£14,652.79	£0
<b>Hillingdon</b>	£674,526	£85,297.97	£733,324
<b>Hinckley and Bosworth</b>	£78,739	£14,750.03	£0
<b>Horsham</b>	£130,731	£17,488.23	£0
<b>Hounslow</b>	£834,254	£102,991.47	£867,549
<b>Huntingdonshire</b>	£163,009	£25,220.58	£0
<b>Hyndburn</b>	£128,711	£27,517.61	£0
<b>Ipswich</b>	£199,861	£37,747.79	£0
<b>Isle of Wight</b>	£225,653	£37,422.80	£215,781
<b>Isles of Scilly</b>	£386	£0.00	£636
<b>Islington</b>	£629,184	£86,726.41	£628,972
<b>Kensington and Chelsea</b>	£568,616	£63,868.48	£407,846
<b>Kent</b>	£0	£0.00	£2,510,185
<b>King's Lynn and West Norfolk</b>	£183,294	£36,559.34	£0
<b>Kingston upon Hull</b>	£547,296	£111,440.92	£519,798
<b>Kingston upon Thames</b>	£320,701	£35,500.67	£315,147
<b>Kirklees</b>	£457,165	£101,742.63	£485,811
<b>Knowsley</b>	£390,985	£73,404.03	£319,280
<b>Lambeth</b>	£951,920	£125,558.62	£942,982
<b>Lancashire</b>	£0	£0.00	£1,441,043
<b>Lancaster</b>	£186,464	£36,189.77	£0
<b>Leeds</b>	£1,190,379	£230,304.90	£1,071,447
<b>Leicester</b>	£626,948	£120,723.29	£637,765

<b>Local authority</b>	<b>FYE March 2027 and FYE March 2028 Housing Payment Allocation</b>	<b>FYE March 2027 and FYE March 2028 Housing Admin Allocation</b>	<b>FYE March 2029 Housing Payment Allocation</b>
<b>Leicestershire</b>	£0	£0.00	£621,896
<b>Lewes</b>	£167,898	£22,221.91	£0
<b>Lewisham</b>	£924,089	£122,687.64	£918,181
<b>Lichfield</b>	£73,830	£13,185.80	£0
<b>Lincoln</b>	£132,330	£27,880.17	£0
<b>Lincolnshire</b>	£0	£0.00	£883,659
<b>Liverpool</b>	£1,175,423	£223,695.66	£1,070,175
<b>Luton</b>	£481,678	£72,617.51	£624,897
<b>Maidstone</b>	£231,984	£34,749.33	£0
<b>Maldon</b>	£59,743	£9,917.91	£0
<b>Malvern Hills</b>	£75,651	£13,323.94	£0
<b>Manchester</b>	£1,396,135	£250,432.65	£1,348,674
<b>Mansfield</b>	£90,874	£26,413.85	£0
<b>Medway</b>	£484,162	£78,577.08	£575,633
<b>Melton</b>	£35,685	£6,401.57	£0
<b>Merton</b>	£430,653	£51,499.64	£490,625
<b>Mid Devon</b>	£77,202	£14,473.35	£0
<b>Mid Suffolk</b>	£70,059	£13,234.08	£0
<b>Mid Sussex</b>	£153,750	£17,686.63	£0
<b>Middlesbrough</b>	£398,209	£68,112.47	£347,026
<b>Milton Keynes</b>	£463,575	£66,847.95	£547,103
<b>Mole Valley</b>	£77,766	£10,147.31	£0
<b>New Forest</b>	£203,218	£28,744.08	£0

<b>Local authority</b>	<b>FYE March 2027 and FYE March 2028 Housing Payment Allocation</b>	<b>FYE March 2027 and FYE March 2028 Housing Admin Allocation</b>	<b>FYE March 2029 Housing Payment Allocation</b>
<b>Newark and Sherwood</b>	£106,928	£22,156.77	£0
<b>Newcastle upon Tyne</b>	£600,199	£102,697.32	£507,282
<b>Newcastle-under-Lyme</b>	£111,031	£22,624.38	£0
<b>Newham</b>	£1,373,258	£173,769.42	£1,383,541
<b>Norfolk</b>	£0	£0.00	£1,084,356
<b>North Devon</b>	£120,076	£21,730.04	£0
<b>North East Derbyshire</b>	£99,045	£17,883.54	£0
<b>North East Lincolnshire</b>	£244,219	£50,611.59	£229,465
<b>North Hertfordshire</b>	£143,846	£19,848.02	£0
<b>North Kesteven</b>	£86,931	£14,194.43	£0
<b>North Lincolnshire</b>	£145,993	£33,833.43	£214,626
<b>North Norfolk</b>	£103,037	£21,102.76	£0
<b>North Northamptonshire</b>	£387,317	£71,565.29	£480,576
<b>North Somerset</b>	£271,399	£40,988.63	£242,717
<b>North Tyneside</b>	£306,562	£51,738.06	£262,237
<b>North Warwickshire</b>	£60,256	£11,621.91	£0
<b>North West Leicestershire</b>	£81,022	£15,107.57	£0
<b>North Yorkshire</b>	£854,306	£119,099.87	£544,565
<b>Northumberland</b>	£395,885	£73,031.29	£374,771
<b>Norwich</b>	£258,729	£45,361.22	£0
<b>Nottingham</b>	£628,697	£122,340.81	£650,414
<b>Nottinghamshire</b>	£0	£0.00	£881,891
<b>Nuneaton and Bedworth</b>	£166,978	£31,658.50	£0

<b>Local authority</b>	<b>FYE March 2027 and FYE March 2028 Housing Payment Allocation</b>	<b>FYE March 2027 and FYE March 2028 Housing Admin Allocation</b>	<b>FYE March 2029 Housing Payment Allocation</b>
<b>Oadby and Wigston</b>	£56,271	£8,623.00	£0
<b>Oldham</b>	£428,970	£82,571.73	£394,072
<b>Oxford</b>	£253,638	£36,120.79	£0
<b>Oxfordshire</b>	£0	£0.00	£883,528
<b>Pendle</b>	£105,741	£26,329.24	£0
<b>Peterborough</b>	£373,781	£66,263.14	£444,081
<b>Plymouth</b>	£423,350	£75,951.69	£311,114
<b>Portsmouth</b>	£428,432	£68,347.94	£383,886
<b>Preston</b>	£214,140	£43,368.41	£0
<b>Reading</b>	£367,440	£49,787.13	£360,004
<b>Redbridge</b>	£898,622	£101,488.76	£945,452
<b>Redcar and Cleveland</b>	£270,448	£46,269.03	£249,864
<b>Redditch</b>	£79,296	£18,022.88	£0
<b>Reigate and Banstead</b>	£182,823	£23,644.70	£0
<b>Ribble Valley</b>	£36,448	£6,162.64	£0
<b>Richmond upon Thames</b>	£303,855	£33,298.60	£294,820
<b>Rochdale</b>	£380,421	£76,487.51	£371,011
<b>Rochford</b>	£87,518	£11,633.03	£0
<b>Rossendale</b>	£69,985	£16,243.04	£0
<b>Rother</b>	£143,672	£22,204.87	£0
<b>Rotherham</b>	£427,584	£81,699.35	£432,027
<b>Rugby</b>	£112,474	£17,800.00	£0
<b>Runnymede</b>	£117,986	£15,261.09	£0

<b>Local authority</b>	<b>FYE March 2027 and FYE March 2028 Housing Payment Allocation</b>	<b>FYE March 2027 and FYE March 2028 Housing Admin Allocation</b>	<b>FYE March 2029 Housing Payment Allocation</b>
<b>Rushcliffe</b>	£84,908	£10,622.48	£0
<b>Rushmoor</b>	£160,572	£21,702.52	£0
<b>Rutland</b>	£22,594	£3,555.36	£32,505
<b>Salford</b>	£539,340	£99,902.45	£515,727
<b>Sandwell</b>	£714,430	£131,239.14	£686,557
<b>Sefton</b>	£495,361	£85,400.88	£424,983
<b>Sevenoaks</b>	£142,028	£19,562.28	£0
<b>Sheffield</b>	£743,428	£150,658.83	£666,108
<b>Shropshire</b>	£309,310	£57,295.24	£313,167
<b>Slough</b>	£501,546	£61,775.92	£446,273
<b>Solihull</b>	£239,499	£41,248.53	£234,236
<b>Somerset</b>	£687,570	£117,100.09	£581,798
<b>South Cambridgeshire</b>	£110,515	£15,633.58	£0
<b>South Derbyshire</b>	£85,732	£15,559.01	£0
<b>South Gloucestershire</b>	£252,639	£38,063.65	£255,841
<b>South Hams</b>	£93,848	£14,087.43	£0
<b>South Holland</b>	£87,577	£16,950.51	£0
<b>South Kesteven</b>	£155,861	£22,853.14	£0
<b>South Norfolk</b>	£115,933	£19,936.19	£0
<b>South Oxfordshire</b>	£135,465	£16,775.11	£0
<b>South Ribble</b>	£85,446	£16,722.13	£0
<b>South Staffordshire</b>	£87,179	£14,930.46	£0
<b>South Tyneside</b>	£308,014	£52,996.54	£242,628

<b>Local authority</b>	<b>FYE March 2027 and FYE March 2028 Housing Payment Allocation</b>	<b>FYE March 2027 and FYE March 2028 Housing Admin Allocation</b>	<b>FYE March 2029 Housing Payment Allocation</b>
<b>Southampton</b>	£449,031	£77,436.98	£419,869
<b>Southend-on-Sea</b>	£409,532	£55,745.21	£417,112
<b>Southwark</b>	£817,657	£113,910.53	£810,160
<b>Spelthorne</b>	£202,932	£24,731.69	£0
<b>St Albans</b>	£143,269	£17,311.12	£0
<b>St. Helens</b>	£340,641	£62,431.95	£342,197
<b>Stafford</b>	£93,829	£17,663.67	£0
<b>Staffordshire</b>	£0	£0.00	£853,470
<b>Staffordshire Moorlands</b>	£64,731	£13,359.48	£0
<b>Stevenage</b>	£141,827	£21,606.07	£0
<b>Stockport</b>	£283,604	£57,883.37	£283,125
<b>Stockton-on-Tees</b>	£314,139	£54,830.76	£307,747
<b>Stoke-on-Trent</b>	£408,213	£87,168.41	£405,141
<b>Stratford-on-Avon</b>	£116,848	£17,806.99	£0
<b>Stroud</b>	£58,498	£11,501.69	£0
<b>Suffolk</b>	£0	£0.00	£836,315
<b>Sunderland</b>	£269,369	£73,014.83	£535,333
<b>Surrey</b>	£0	£0.00	£1,671,822
<b>Surrey Heath</b>	£80,854	£9,837.28	£0
<b>Sutton</b>	£346,556	£43,556.30	£332,034
<b>Swale</b>	£260,758	£46,039.86	£0
<b>Swindon</b>	£294,823	£48,727.43	£276,509
<b>Tameside</b>	£388,501	£74,775.39	£357,083

<b>Local authority</b>	<b>FYE March 2027 and FYE March 2028 Housing Payment Allocation</b>	<b>FYE March 2027 and FYE March 2028 Housing Admin Allocation</b>	<b>FYE March 2029 Housing Payment Allocation</b>
<b>Tamworth</b>	£98,331	£17,626.80	£0
<b>Tandridge</b>	£113,042	£14,700.26	£0
<b>Teignbridge</b>	£163,919	£24,978.77	£0
<b>Telford and Wrekin</b>	£331,146	£54,715.68	£330,201
<b>Tendring</b>	£294,172	£50,600.22	£0
<b>Test Valley</b>	£119,892	£17,644.60	£0
<b>Tewkesbury</b>	£70,492	£11,826.78	£0
<b>Thanet</b>	£330,521	£52,348.59	£0
<b>Three Rivers</b>	£127,690	£14,822.36	£0
<b>Thurrock</b>	£373,896	£51,226.55	£443,444
<b>Tonbridge and Malling</b>	£158,698	£22,165.91	£0
<b>Torbay</b>	£314,561	£48,403.95	£244,074
<b>Torridge</b>	£70,333	£15,036.82	£0
<b>Tower Hamlets</b>	£1,161,275	£145,571.19	£1,067,254
<b>Trafford</b>	£288,315	£44,077.02	£264,222
<b>Tunbridge Wells</b>	£129,046	£17,194.77	£0
<b>Uttlesford</b>	£79,657	£10,625.83	£0
<b>Vale of White Horse</b>	£121,338	£15,245.40	£0
<b>Wakefield</b>	£548,018	£102,016.24	£524,684
<b>Walsall</b>	£540,168	£96,842.08	£508,995
<b>Waltham Forest</b>	£788,626	£105,213.88	£878,646
<b>Wandsworth</b>	£787,211	£93,447.61	£727,391
<b>Warrington</b>	£199,974	£39,258.77	£217,232

<b>Local authority</b>	<b>FYE March 2027 and FYE March 2028 Housing Payment Allocation</b>	<b>FYE March 2027 and FYE March 2028 Housing Admin Allocation</b>	<b>FYE March 2029 Housing Payment Allocation</b>
<b>Warwick</b>	£116,985	£19,004.77	£0
<b>Warwickshire</b>	£0	£0.00	£630,146
<b>Watford</b>	£210,139	£25,610.70	£0
<b>Waverley</b>	£113,643	£13,512.57	£0
<b>Wealden</b>	£170,709	£24,435.23	£0
<b>Welwyn Hatfield</b>	£182,366	£23,833.92	£0
<b>West Berkshire</b>	£181,226	£22,541.02	£178,057
<b>West Devon</b>	£127,233	£16,031.85	£0
<b>West Lancashire</b>	£145,991	£24,432.21	£0
<b>West Lindsey</b>	£105,255	£20,109.55	£0
<b>West Northamptonshire</b>	£435,684	£79,018.88	£503,940
<b>West Oxfordshire</b>	£107,528	£13,455.87	£0
<b>West Suffolk</b>	£168,976	£30,085.55	£0
<b>West Sussex</b>	£0	£0.00	£1,230,103
<b>Westminster</b>	£867,782	£93,083.85	£625,611
<b>Westmorland and Furness</b>	£292,634	£49,642.31	£171,118
<b>Wigan</b>	£436,756	£85,436.49	£482,146
<b>Wiltshire</b>	£320,453	£63,970.62	£538,406
<b>Winchester</b>	£104,807	£14,620.68	£0
<b>Windsor and Maidenhead</b>	£178,617	£20,463.47	£192,710
<b>Wirral</b>	£551,637	£101,288.27	£496,008
<b>Woking</b>	£131,398	£16,141.50	£0
<b>Wokingham</b>	£145,121	£15,641.77	£151,946

<b>Local authority</b>	<b>FYE March 2027 and FYE March 2028 Housing Payment Allocation</b>	<b>FYE March 2027 and FYE March 2028 Housing Admin Allocation</b>	<b>FYE March 2029 Housing Payment Allocation</b>
<b>Wolverhampton</b>	£539,869	£94,195.83	£501,060
<b>Worcester</b>	£119,200	£22,643.58	£0
<b>Worcestershire</b>	£0	£0.00	£597,939
<b>Worthing</b>	£153,637	£22,859.84	£0
<b>Wychavon</b>	£112,099	£20,771.02	£0
<b>Wyre</b>	£138,017	£25,667.55	£0
<b>Wyre Forest</b>	£110,242	£21,709.32	£0
<b>York</b>	£163,991	£26,080.32	£139,435

 <b>Brent</b>	<b>Cabinet</b> 9 March 2026
	<b>Report from the Corporate Director Finance and Resources</b>
	<b>Lead Member – Cabinet Member for Housing (Councillor Fleur Donnelly- Jackson)</b>
<b>Membership of the i4B Holdings Ltd and First Wave Housing Ltd Boards</b>	

<b>Wards Affected:</b>	All
<b>Key or Non-Key Decision:</b>	Non-Key
<b>Open or Part/Fully Exempt:</b> <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	Open
<b>List of Appendices:</b>	None
<b>Background Papers:</b>	None
<b>Contact Officer(s):</b> <small>(Name, Title, Contact Details)</small>	Jon Cartwright, Head of Change and Customer Insight Tel: 02089371742 <a href="mailto:Jonathan.Cartwright@brent.gov.uk">Jonathan.Cartwright@brent.gov.uk</a>

## 1.0 Executive Summary

1.0 This report recommends an appointment to the board of the Council's two wholly owned housing companies, i4B Holdings Ltd (i4B) and First Wave Housing Ltd (FWH).

## 2.0 Recommendation(s)

2.1 Cabinet agrees the appointment of Jonathan Kay as a director of i4B and FWH for a period of three years 16 March 2026

2.2 Cabinet notes that Sadie East stood down as Director of i4B and FWH as of 31 January 2026.

## 3.0 Cabinet Member Foreword

3.1. As Cabinet Member, I am pleased to recommend Jonathan Kay be appointed as a director of i4B Holdings Ltd and First Wave Housing Ltd, following a selection process. I4B and First Wave Housing contribute to Borough Plan

Strategic Priority 1 – Prosperity and Stability in Brent, as part of the Council’s work to deliver safe, secure and decent housing.

3.2 I would also like to express my gratitude to Sadie East for her work, valued contributions and commitment to the role of board member during her term.

#### **4.0 Detail**

4.1 The Council has two wholly owned housing companies: i4B Holdings Ltd (i4B), an investment company set up to own and manage private sector properties, and First Wave Housing (FWH), a registered provider of social housing.

4.2 Brent Council is the sole Shareholder for i4B, and the sole Guarantor for FWH. The Board has the same membership for both i4B and FWH and is made up of an independent Chair and six directors, including three senior council officers, two independent directors and one Councillor. Any removal or appointment of Board members for the companies is a Cabinet decision as Shareholder/Guarantor of the companies.

4.3 The current Board membership is:

- Andrew Hudson – Independent Chair
- Serita Kwofie – Head of Early Help, Brent Council
- Nicole Jarrett-Francis – Chief Lawyer Adult Social Care, Brent Council
- Waqar Ahmed – Independent, non-executive director
- Mannie Ketley - Independent, non-executive director
- Councillor Saqib Butt

4.4 The seventh member of the Board, Sadie East – formerly Director of Communications, Insight and Innovation, Brent Council – left the council at the end of January 2026 and stepped down from her role as director of i4B and FWH at this time.

4.5 To appoint to the vacant Director position an internal selection process open to senior council officers was conducted in February 2026. Following successful completion of this process it is recommended that Jonathan Kay, Head of Regeneration, be appointed as a Director of both companies. Jonathan Kay’s appointment will commence from 16 March 2026. This appointment is proposed for a term of three years.

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

4.1 N/A

#### **5.0 Financial Considerations**

5.1 There are no additional costs for this internal appointment.

#### **6.0 Legal Considerations**

6.1 As sole Shareholder for i4B and the sole Guarantor for FWH, the Council has an important role in providing strategic direction for the companies and retains control of key decisions. Cabinet is the strategic supervisory body with ultimate responsibility for ensuring governance of the companies and the power to appoint and dismiss Directors and the Company Secretary are reserved to Cabinet. Cabinet therefore has the power to agree the Recommendations contained in this report.

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

7.1 The selection process for new board members was conducted in accordance with the Council's processes.

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

8.1 There are none.

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

9.1 There are none.

## **10.0 Communication Considerations**

10.1 Once the new board members have taken up post, details will be registered with Companies House and the Brent website will be updated.

**Report sign off:**

***Minesh Patel***

Corporate Director of Finance and Resources

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 <p><b>Brent</b></p>	<p><b>Cabinet</b> 9 March 2026</p>
	<p><b>Report from the Chair of i4B Holdings Ltd</b></p>
	<p><b>Lead Member – Cabinet Member for Housing (Councillor Fleur Donnelly-Jackson)</b></p>
<p><b>i4B Holdings Ltd Business Plan 2026/27</b></p>	

<b>Wards Affected:</b>	All
<b>Key or Non-Key Decision:</b>	Key Decision
<p><b>Open or Part/Fully Exempt:</b> (If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</p>	<p>Part exempt – Appendix 1a (including Annexes 1-3) the Financial Appendix to the Business Plan, is exempt 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)”</p>
<b>List of Appendices:</b>	<p>Four</p> <p>Appendix 1: i4B 2026/27 Company Business Plan</p> <p>Appendix1(a): (Exempt) i4B Financial Business Plan Summary (including Annexes 1-3)</p> <p>Appendix 2: i4B Risk Register</p> <p>Appendix 3: i4B Progress on 2025-26 Business Plan Priorities</p> <p>Appendix 4: i4B2026/27 Service Level Agreement</p> <p>Appendix 4(a): i4B 2026-27 Service Level Agreement Schedule</p>
<b>Background Papers:</b>	None
<b>Contact Officer(s):</b> (Name, Title, Contact Details)	<p>Natoyah Vincent, Strategy and Delivery Manager <a href="mailto:Natoyah.Vincent@brent.gov.uk">Natoyah.Vincent@brent.gov.uk</a></p> <p>Jon Cartwright, Head of Change and Customer Insight Tel: 020 8937 1742 <a href="mailto:Jonathan.Cartwright@brent.gov.uk">Jonathan.Cartwright@brent.gov.uk</a></p>

## **1.0 Executive Summary**

- 1.1 This report provides Cabinet with a final draft of the i4B Holdings Ltd (i4B) 2026/27 Business Plan and revised Service Level Agreement with Brent Council. Cabinet is asked to approve the Business Plan and Service Level Agreement on behalf of the Council as Shareholder of i4B Holdings.

## **2.0 Recommendation(s)**

- 2.1 Cabinet approves the 2026-27 i4B Holdings Ltd Business Plan and financial model as Shareholder of the Company.
- 2.2 Cabinet approves the 2026-27 Service Level Agreement between i4B Holdings Ltd and the Council
- 2.3 Cabinet agrees to delegate authority for the Corporate Director of Finance and Resources to agree the terms for the enforcement of key performance indicators in relevant SLAs to allow the i4B Board to implement.

## **3.0 Detail**

### **3.1 Cabinet Member Foreword**

- 3.1.1 This business plan sets out i4B's strategy for the coming financial year, furthering the company's work to increase the supply of good quality affordable housing, reducing homelessness in the borough and alleviating the use of costly Temporary Accommodation. This supports the Brent Borough Plan 2023-2027 strategic priority of 'Prosperity and Stability in Brent: Safe, Secure and Decent Housing'.

### **3.2 Background**

- 3.2.1 In November 2016, Cabinet agreed to establish a wholly owned investment company – i4B Holdings Limited. The Company was set up to own and manage private rented sector (PRS) properties, in order to support the Council's homelessness agenda.
- 3.2.2 i4B's Shareholder Agreement states that the Company should produce an annual Business Plan for Shareholder approval.
- 3.2.3 This report provides a final draft version of i4B's Business Plan for 2026/27. The draft plan was presented to the i4B Board on the 22<sup>nd</sup> January 2026, the Company Shareholder on the 6<sup>th</sup> February 2026, senior officers on 11<sup>th</sup> February 2026 and senior councillors and officers on 18<sup>th</sup> February 2026. Feedback from these meetings has been incorporated into this final draft.

## **4.0 Update on Operational Performance**

- 4.1 Table One below gives a summary of operational performance at January 2026. High void times and rent collection continue to represent the principal operational issues for i4B, with both minor and major void times and rent collection rates remaining out of target. To address these challenges, the Board approved funding for a third Housing Companies Tenant Services Manager (HCTSM), reducing patch sizes from 380 to 250 properties. Recruitment was completed in summer 2025, but long-term sickness and staff turnover delayed full implementation. Smaller patches will enable proactive management of voids and arrears and strengthen tenant relationships.
- 4.2 Rent collection for i4B also remains below target. The i4B portfolio typically experiences lower collection rates compared to First Wave Housing (FWH). This is influenced by factors such as higher rent levels in i4B and a larger proportion of temporary accommodation tenancies in FWH, leading to more tenants receiving Housing Benefit, directly credited to the rent account, in contrast to Universal Credit, where payments are primarily made to the applicants.
- 4.3 i4B has achieved full health and safety compliance in the relevant areas, except for a few outstanding electrical safety certificates. The legal process to gain access to carry out continues to be followed for each outstanding certificate; however, it is not possible to force entry to properties that refuse access, as is the case with gas certificates.

Table One – Key Performance Indicators

Indicator	Target	Performance at January 2025 (YTD)	Performance at December 2025 (YTD)	Trend
Number of units	479 by April 2025	PRS: 469 Key Worker: 153	PRS: 474 Key Worker: 153	↑
Instruction to Legal to Purchase	120 days	124 days	458 days	↓
Minor void re-let times	35 days	New purchases: 84 days	New purchases: 214 days	↑
		Re-lets: 98 days	Re-lets: 203 days	↓
Major void re-let times	72 days	New purchases: 119 days	New purchases: 106 days	↑
		Re-lets: 127 days	Re-lets: 122 days	↑
Rent collection	98.50%	Brent Managed: 91.4%	Brent Managed: 92.09%	↑
		Home Counties: 91.39%	Home Counties: 88.84%	↓
Emergency repairs completed within 24 hours	100%	99%	93%	↓
Urgent repairs completed within 7 days	95%	96%	97%	↑
Routine repairs completed within 28 days	95%	88%	88%	↔
% of properties with a valid gas safety certificate	100%	Brent Managed: 100%	Brent Managed: 100%	↔
		Home Counties: 100%	Home Counties: 86.96%	↓

\*Data does not include void properties

## **5.0 Progress in Implementing 2025/26 Business Plan**

5.1 In March 2025, the 2025/26 i4B Business Plan was approved.

5.2 The 2025/26 Business Plan outlined the following as the Company's medium-to long-term objectives:

- Increasing the supply of affordable housing in the borough.
- Running a viable business.
- Delivering safe and sustainable homes; and
- Providing a consistently good housing service

5.3 The following summarises each of the priorities and reports on progress against these.

### 5.4 Increasing the supply of affordable housing in the borough

5.4.1 The 2025/26 Business Plan outlined that i4B's primary aim is to improve the Council's affordable housing offer through the acquisition and letting of properties in Brent and neighbouring boroughs.

5.4.2 As of January 2026, the company has successfully purchased 6 street properties within the borough. A small number of additional completions is anticipated by the year's end.

### 5.5 Running a Viable Business

5.5.1. The i4B Business Plan is set to ensure the ongoing financial viability of the Company. The main cost pressures for i4B continue to be high void times and levels of arrears; however, some improvement has been seen during 2025-26.

5.5.2 Although void performance remains outside target, the reduction in major void turnaround time indicates performance is on the correct trajectory. A sustained and collective effort will be required to clear any legacy voids and bring overall void times closer to target. Officers are confident that positive change is underway and the Board will continue to monitor progress closely.

5.5.3 Another key concern for i4B is value for money. A value for money strategy was approved by the Board in October 2024 and will continue to be implemented during the 2026-27 financial year.

### 5.6 Delivering safe and sustainable homes

5.6.1 During 2022/23, i4B commissioned an audit of its health and safety compliance arrangements, managed primarily through its Service Level Agreement with Brent Housing Management. Following the audit, a monitoring tracker has been produced that tracks all compliance elements for all i4B properties. i4B has also

initiated increased clienting of the compliance certification process to provide further assurance.

- 5.6.2. Brent's Housing Management Service (HMS) have adopted the True Compliance system for long-term monitoring and reporting of compliance across all areas. i4B will continue to monitor health and safety compliance with bi-annual reporting to the Board.
- 5.6.3. i4B have developed an asset management strategy. A significant focus of this strategy is improving the energy performance of our housing stock, with the goal of bringing all properties up to a minimum EPC C rating, to achieve the government's 2030 target. This initiative is essential for both maintaining the value and quality of assets and supporting broader sustainability objectives and is expected to bring health and financial benefits to tenants.
- 5.6.4. Additionally, i4B's key worker block, Lexington, has been duly registered on the London Fire Brigade and Government Portals, aligning with the requirements of the Building Safety Act.

#### 5.7 Providing a consistently good housing service

- 5.7.1. i4B is committed to improving tenant satisfaction. Unfortunately, the latest results are currently below the London 4th quartile, which is a significant concern. This performance does not meet the expected standards and highlights the urgent need for improvement in this area. To address these issues, i4B is implementing an improvement plan in collaboration with the Quality Assurance and Standards Manager. This plan focuses on making tangible changes to enhance tenant experiences. Regular monitoring and collaborative efforts are key components of this strategy.

### **6.0 2026/27 Business Plan**

- 6.1 Appendix 1 contains a final draft of the Company's 2026/27 Business Plan. Cabinet is asked to approve the business plan.
- 6.2 The 2026/27 Business Plan outlines the Company's strategic priorities for the year. Priorities for 2026/27 are set out within the framework of the medium to long-term objectives of Brent's Housing Companies. These objectives are:
- Providing a consistently good housing service.
  - Delivering safe and sustainable homes.
  - Running a viable business; and
  - Increasing the supply of affordable housing in the borough

#### 6.3 Providing a Consistently Good Housing Service

6.3.1. This objective relates to improving tenant satisfaction, ensuring tenants are able to afford their rent and sustain their tenancies, and overall providing an effective and consistent housing service. While not regulated by the Regulator, i4B will continue to review initial responses to the Regulator's new tenant satisfaction measures, seek to improve its oversight of complaints handling, and continue to actively engage with its tenants on financial inclusion and affordability. The 2026-27 strategic priorities for this objective are:

- Priority 1: Prioritise tenant voice
- Priority 2: Improve income collection performance

#### 6.4 Delivering Safe and Sustainable Homes

6.4.1. This objective involves ensuring that i4B's homes are of a good quality, safe, legally compliant, and environmentally sustainable. In 2026-27, the Company's focus will be on further embedding improved practices in the areas of compliance, disrepair and asset management & energy efficiency. This will include meeting all requirements of the Building Safety Act and carrying out additional work on modelling & planning for future property management and decarbonisation works. The 2026-27 strategic priorities that relate to this objective are:

- Priority 3: Implement asset management & decarbonisation strategy
- Priority 4: Maintain health and safety compliance

#### 6.5 Running a Viable Business

6.5.1. This objective relates to improving the operational and financial performance of i4B in order to remain financially viable and thus continue to bring benefits to the Council. In 2026-27, the Company will prioritise cost containment and income maximisation, with particular focus on voids and revenue collection. The 2026-27 strategic priorities that relate to this objective are:

- Priority 5: Continue to drive improvements around voids performance
- Priority 6: Improve rent collection
- Priority 7: Explore financial contributions

#### 6.6 Increasing the Supply of Affordable Housing in the Borough

6.6.1 i4B's primary aim is to improve the Council's affordable housing offer through the acquisition and letting of properties in Brent and neighbouring boroughs. i4B has available finance and aims to ensure this is spent in a way that adds maximum value to the Council, whilst also being feasible and supporting the Company's financial viability. This includes exploring the acquisition of both street properties and blocks. The strategic priorities are as follows:

- Priority 8: Identify and appraise potential acquisitions
- Priority 9: Implement a pilot for housing for care-experienced young people
- Priority 10: Continue to seek the best strategy to ease Council pressures and deliver unique opportunities

## **7.0 2026-27 Service Level Agreement**

7.1 i4B has worked with service area leads to review and update its Service Level Agreement (SLA) with the Council for the provision of services including operational and financial support, legal and internal audit services, and all housing management services. Following feedback from the Shareholder, i4B will explore introducing financial penalties for underperformance against agreed KPI's. The detailed arrangements are currently being developed by the Board, Legal, and relevant SLA leads, with the intention of implementing the new provisions by Q2 of 2026/27.

7.2 The schedule is contained in Appendix 4. This outlines the services provided to i4B, service standards, and management costs. The SLA will run throughout 2026/27 and will be reviewed again for 2027/28. All costs and service standards have been agreed between the relevant Council Heads of Service and i4B.

7.3 Cabinet is asked to approve the updated SLA and to agree delegated authority for the Corporate Director of Finance and Resources to agree the terms for enforcing key performance indicators within the relevant SLAs, enabling the i4B/FWH Board to implement the changes.

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

8.1 N/A

## **9.0 Financial Considerations**

9.1 The detailed financial implications are set out in the business plan. These include the key assumptions used and the stress testing carried out to test the business' financial viability should assumptions vary from those forecasted.

9.2 Over the year, inflation has risen from 1.7% in 2024 to 3.8% in September 2025 which impacts costs and income. Rental increase caps are at the standard policy of CPI + 1% at September 2025 and the LHA rate has remained the same as 2025/26 as there has been no increase agreed by the government.

9.3 In summary, rental income has increased over the life of the business plan and this has had a positive impact on the company despite costs also increasing. The company maintains a healthy cashflow position until debt repayments are required towards the end of year 2047/48. In the short term, refurbishment works to the Granville blocks also reduce the company's cash balance.

## **10.0 Legal Considerations**

- 10.1 The adoption of the proposed Business Plan is a matter reserved to the Council as the sole shareholder in i4B Holdings Limited and the intention is to seek Cabinet approval on 9<sup>th</sup> March 2026
- 10.2 i4B is a wholly-owned local authority company, controlled by the Council, which was established to own and manage private rented sector (PRS) properties, in order to support the Council's homelessness agenda. Though i4B owns the out-of-Borough properties referred to in the Report, they ultimately serve the Council's housing purposes. The Council exercises a degree of control over disposal of these properties given the requirements of the Shareholder Agreement as to Council consent for disposal. In exercise of that control, the Council ought to ensure that, the spirit and purpose of section 123 Local Government Act 1972, is complied with, so that any sale of i4B's out-of-Borough land is for best consideration reasonably achievable by i4B.
- 10.3 In the context of the various delivery routes referred to in the report and Business Plan, it should be noted that companies such as i4B, established and solely owned by a council parent, are regarded as "contracting authorities" in their own right for the purposes of the Procurement Act 2023. As a result, services or works over the relevant Procurement Act 2023 financial threshold that i4B commissions from another organisation, even those commissioned from its own parent or other providers, potentially have to be competitively tendered, unless relevant exemptions available under the Procurement Act apply.
- 10.4 The Building Safety Act 2022, sets out a number of provisions which requires i4B as a Landlord to comply with various safety standards to its buildings. In order to comply with the Building Safety Act, i4B has to give consideration to who will act as the Principal Accountable Person ("PAP"). The PAP will have a range of legal duties to ensure buildings are safe from a fire and building safety perspective. These duties cannot be delegated to others, but the PAP may employ a managing agent to carry out some or all of those duties on behalf of the PAP.

## **11.0 Equity, Diversity & Inclusion (EDI) Considerations**

- 11.1 N/A

## **12.0 Climate Change and Environmental Considerations**

- 12.1 N/A

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

- 13.1 N/A

## 14.0 Communication Considerations

14.1 N/A

**Report sign off:**

***Rachel Crossley***

Corporate Director of Service Reform and Strategy



# **i4B Holdings Limited**

## **2026/27 Business Plan**

# i4B Holdings Ltd 2026-27 Business Plan

## 1. Introduction

- 1.1. i4B Holdings Ltd (i4B) was established to reduce homelessness, provide affordable, high-quality homes, and deliver regeneration and financial benefits for its sole shareholder, Brent Council. This 2026–27 Business Plan sets out how i4B will consolidate its position, diversify its products, and increase its contribution to Brent’s ambition of creating a borough with ‘Prosperity and Stability in Brent: Safe, Secure and Decent Housing’.
- 1.2. The Business Plan takes the following format:
  - 2.0 Purpose of the Company
  - 3.0 Performance against Overall Purpose
  - 4.0 Progress against the Company’s 2025-26 Business Plan
  - 5.0 Context for 2026-27 Business Plan
  - 6.0 Strategic Priorities for 2026-27
  - 7.0 Appendices
    - A1 Financial Implications of Proposals
      - A1a 30 Year Profit and Loss Account
      - A1b 30 Year Balance Sheet
    - A2 Risk Register
    - A3 Progress on 2025-2026 Business Plan Priorities
    - A4 2026-27 Business Plan Priorities
    - A5 2026-27 Service Level Agreement
- 1.3. As a response to the rising challenge of tackling homelessness, in November 2016, Brent Council’s Cabinet agreed to establish its wholly owned investment company, i4B Holdings Ltd. The Company was set up with the purpose of acquiring, letting, and managing a portfolio of affordable, good quality Private Rented Sector (PRS) properties. Properties would be let to homeless families at Local Housing Allowance (LHA) levels. This would enable the Council to either prevent or discharge its homelessness duty and therefore reduce TA costs.
- 1.4. The Company was allocated an initial PRS phase one loan of £109m to purchase 300 units of private rented sector accommodation by September 2019. The 2018-19 business plan increased this target to 600 units and allocated additional PRS phase two funding of £110.5m. A further £32m in phase three loan funding will be available in early 2026. The Company’s core business plan anticipates a financial breakeven position over 30 years.



## 2. Performance against Overall Purpose

2.1 As of December 2025, i4B has purchased 481 PRS homes, refurbished them to a high standard, and switched tenure to an affordable PRS product. Combined with Lexington, a 153-unit key worker block, the company now manages over 600 properties.

2.2 i4B has housed 546 families and 1166 children since being established. The majority of these families were previously housed in stage one TA. The total number of families supported exceeds the size of i4B's PRS portfolio because some properties have been re- let over time.

2.3 The Council has received the following one-off financial benefits:

- PRS phase one loan: loan arrangement fee of £872k and non-utilisation charge of £330k
- PRS phase two loan: loan arrangement fee of £884k and non-utilisation charge of £408k
- PRS phase three loan (under negotiation): loan arrangement fee of £320k and non-utilisation charge of £240k

### 3. Summary of 2025-26 Operational Performance

3.1. This section provides a review of the operational performance for 2025/26. It outlines delivery against agreed objectives and Key Performance Indicators (KPIs), evaluates service effectiveness, and assesses compliance with strategic priorities and governance standards. The summary focuses on and identifies areas requiring continued focus to support organisational resilience and long-term objectives.

3.2. Table One below provides a summary of operational performance as at January 2025:

Table One – Summary of performance

Indicator	Target	Performance at January 2025 (YTD)	Performance at December 2025 (YTD)	Trend
Number of units	479 by April 2025	PRS: 469 Key Worker: 153	PRS: 474 Key Worker: 153	↑
Instruction to Legal to Purchase	120 days	124 days	458 days	↓
Minor void re-let times	35 days	New purchases: 84 days	New purchases: 214 days	↑
		Re-lets: 98 days	Re-lets: 203 days	↓
Major void re-let times	72 days	New purchases: 119 days	New purchases: 106 days	↑
		Re-lets: 127 days	Re-lets: 122 days	↑

<b>Rent collection</b>	98.50%	Brent Managed: <b>91.4%</b>	Brent Managed: <b>92.09%</b>	↑
		Home Counties: <b>91.39%</b>	Home Counties: <b>88.84%</b>	↓
<b>Emergency repairs completed within 24 hours</b>	100%	<b>99%</b>	<b>93%</b>	↓
<b>Urgent repairs completed within 7 days</b>	95%	<b>96%</b>	<b>97%</b>	↑
<b>Routine repairs completed within 28 days</b>	95%	<b>88%</b>	<b>88%</b>	↔
<b>% of properties with a valid gas safety certificate</b>	100%	Brent Managed: <b>100%</b>	Brent Managed: <b>100%</b>	↔
		Home Counties: <b>100%</b>	Home Counties: <b>86.96%</b>	↓

- 3.3 During 2025/26, i4B made progress on acquisitions, repairs responsiveness, and governance improvements. However, void turnaround times and rent collection remain below target.
- 3.4 To address these challenges, the Board approved funding for a third Housing Companies Tenant Services Manager (HCTSM), reducing patch sizes from 380 to 250 properties. Recruitment was completed in summer 2025, but long-term sickness and staff turnover delayed full implementation. Smaller patches will enable proactive management of voids and arrears and strengthen tenant relationships.
- 3.5 i4B is working to improve tenant satisfaction and monitors this regularly. The latest TSM results show a significant decrease in overall satisfaction across the portfolio, and well below the 2024-25 London average. The Board has placed strong emphasis on improving customer experience, which will be central to the 2026–27 priorities.

- 3.6 i4B owns 76 properties in the Home Counties, and the management contract was moved to Pinnacle in July 2025. While the initial onboarding phase presented some challenges, overall performance has shown signs of improvement. To support successful contract delivery, i4B officers have prioritised weekly engagement with Pinnacle to reinforce performance expectations and address emerging issues promptly. Pinnacle attend Board meetings on a bi-annual basis. As part of routine performance monitoring, finance officers have identified potential discrepancies in the rent collection data currently being reported. A detailed review is underway to verify the accuracy of the figures and ensure that future reporting is robust. Once this work is complete, i4B will agree a targeted action plan with Pinnacle to strengthen income collection and improve overall performance.
- 3.7 In May 2025, the Council made a self-referral to the Regulator of Social Housing due to concerns regarding the management of actions following Fire Risk Assessments (FRAs). Specifically, it was identified actions were not being consistently closed or completed within the Council's compliance management system, True Compliance. As a result of these issues, the Council received a C3 rating under the Safety and Quality Standard. Despite this, health and safety compliance remains strong, except for a few outstanding electrical safety certificates. The legal process to gain access to carry these out continues to be followed for each outstanding certificate; however, it is not possible to force entry to properties that refuse access, as is the case with gas certificates.
- 3.8 Lexington, the key worker block, has been a particular focus in recent months due to persistent issues with poor repairs resolution and anti-social behaviour (ASB), which have led to significant resident dissatisfaction. The Board has commissioned an action plan, which is being implemented. Previously, management of the block was shared among the HCTSMs; however, in response to complaints and ongoing issues, housing management has assigned all 153 properties to a single HCTSM to provide residents with a dedicated point of contact.
- 3.9 The i4B Board has requested stronger budgetary controls. In response, officers, in collaboration with finance colleagues, have initiated a review of budget holders and cost centres ahead of the new financial year. These changes aim to enhance ownership and accountability in high-spend areas and ensure that budget holders remain aware of the impact their expenditure has on the overall viability of the Business Plan.

## **4. Context for 2026-27 Business Plan**

- 4.1. This section outlines the various contextual factors that have influenced the i4B Business Plan and how they impact the Company.

- Current economic context;
- Government policies;
- The housing market;
- Current demand and housing need within Brent;
- The regulatory environment;
- Energy efficiency; and
- The key risks the Company currently faces

Housing policies of the UK government elected in July 2024 continue to have a bearing on the work of the company.

4.2. These factors have influenced the proposals outlined in Section 6.

### **4.3 Current Economic Context**

4.3.1 i4B has aligned its rent increase policy with the Regulator of Social Housing's Rent Standard, which stipulates the maximum annual increase is CPI+1%. CPI for September 2025, the benchmark for social housing rent increases in April 2026, was 3.8%, meaning rents can rise by 4.8% for 2026/27.

4.3.2 The recent government decision to abolish the two-child- benefit cap from April 2026<sup>1</sup> is expected to improve household finances for many tenants, increasing Universal Credit payments for larger families. However, despite easing inflation, the cost-of-living crisis persists, with energy and food prices remaining elevated. While benefit cap reform offers some relief, proactive tenant engagement and support will remain fundamental.

### **4.4 Government Policies**

4.4.1 Government policies continue to shape the operating environment for both i4B and FWH. i4B has been more directly affected in recent years, as higher interest rates have reduced the price caps on potential acquisitions and constrained the company's ability to compete in the market. The interest rate cuts announced in December 2025 may ease these pressures over time, but the impact on borrowing costs and acquisition viability will depend on how quickly market conditions adjust. Both companies will continue to assess the implications for their financial planning and investment strategies as the policy landscape evolves.

### **4.5 The Housing Market & Current Acquisition Strategy**

4.5.1 Acquisitions are expected to be more challenging at 5% interest rates, which reduce the price which i4B can afford, and hence the ease of buying on the open market. To navigate this, the property market will be regularly reviewed throughout 2025-26 to identify and capitalise on any opportunities that align with i4B's strategic goals. The company's response is set out in section 6.5 below.

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<sup>1</sup> <https://www.gov.uk/government/publications/poverty-impacts-of-social-security-changes-at-budget-2025/removing-the-two-child-limit-on-universal-credit-impact-on-low-income-poverty-levels-in-the-united-kingdom>

#### 4.6 ***Current Demand and Housing Need within Brent***

4.6.1 i4B continues to support the Council in housing homeless applicants amid severe demand pressures. Homeless approaches in the borough remain high, with over 8,800 recorded in 2025 and an estimated 3000 duties owed. Temporary Accommodation (TA) remains a significant financial burden for the Council, and while the April 2024 uplift in Local Housing Allowance rates provided some relief, affordability challenges persist. i4B's acquisition programme remains a key part of the Council's strategy to reduce TA costs and meet demand, including for adapted homes.

#### 4.7 ***The Regulatory Environment***

4.7.1 The regulatory landscape for housing continues to become more complex, requiring i4B to maintain strong governance and compliance checks. Although i4B is not directly governed by the Regulator of Social Housing, the Company aligns with its standards to ensure best practice and consistency with the Council's HRA and First Wave Housing.

4.7.2 Tenant Satisfaction Measures, introduced in April 2023, are now fully embedded, and the Housing Companies Operational Manager provides bi-annual reports to Board to monitor performance and drive improvements in tenant experience.

4.7.3 Awaab's Law<sup>2</sup>, which came into effect in October 2025, has introduced strict timeframes for addressing damp and mould hazards, requiring investigation within 24 hours and remedial works to commence within 5 days. These requirements will expand further in late 2026 to cover additional hazards such as excess cold, electrical safety, and fire risks, with full implementation expected by 2027.

4.7.4 The Building Safety Act also continues to impose significant obligations. In 2025, new requirements were introduced for Personal Emergency Evacuation Plans (PEEPs) in higher-risk residential buildings, and we have one such building, Lexington. Responsible Persons must identify residents needing evacuation support, complete person-centred fire risk assessments, and share this information with the Emergency Services.

4.7.5 Looking ahead, the regulatory landscape will continue to evolve, with forthcoming changes to the Decent Homes Standard, enhanced electrical safety requirements, and the phased implementation of the Renters' Rights Act, which is expected to extend to social housing by 2027. These developments reflect a sector-wide drive to raise standards, and we remain committed to meeting, and where possible exceeding, these expectations as part of our ongoing approach to safe, high-quality housing.

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<sup>2</sup> <https://www.gov.uk/government/publications/awaabs-law-guidance-for-social-landlords/awaabs-law-guidance-for-social-landlords-timeframes-for-repairs-in-the-social-rented-sector>

#### 4.8 **Energy Efficiency**

4.8.1 In September 2025, the i4B Board approved a Decarbonisation Strategy, setting out the Company's approach to improving energy efficiency and reducing carbon emissions across its housing stock balancing financial viability with regulatory compliance. The forecast expenditure for i4B is £915,000 over four years, highlighting a significant capital expense for the company.

#### 4.9 **Risk Context**

4.9.1 The Company currently faces a number of risks. Key risks include:

- High void rent loss due to long void turnaround times
- Rental affordability and collection
- High Capital Programme costs, including future climate change expenditure, affecting the viability of the business plan.
- Financial monitoring
- Home Counties Management Contract
- Cyber Security

4.9.2 Mitigating measures are in place to help to minimise the impact of all risks, with some risk scores being likely to reduce. A copy of the full Company risk register has been included in Appendix 2.

### 5. **Strategic Priorities for 2026-27**

5.1. In 2026-27 i4B will seek to improve tenant satisfaction, to address some long-standing management problems, and to increase its stock by finding new ways to exploit development opportunities in the borough. Priorities for the year are set out within the framework of the medium- to long-term objectives of Brent's Housing Companies. These objectives are:

- Providing a consistently good housing service;
- Delivering safe and sustainable homes;
- Running a viable business; and
- Increasing the supply of affordable housing in the borough.

5.1.1 Looking ahead to 2026/27, i4B will implement a more rigorous approach to SLA management, including enhanced KPI scrutiny, monthly reporting, and targeted intervention where standards fall short. This strengthened framework will support the Board's expectation of improved operational performance and will ensure the company secures value for money from all contracted services

#### 5.2 **Providing a Consistently Good Housing Service**

5.2.1 This objective relates to improving tenant satisfaction, ensuring tenants are able to afford their rent, sustain their tenancies, and providing an effective and consistent housing service. i4B will continue to review initial responses to the very disappointing results from the tenant satisfaction measures, seek to improve its oversight of

complaints handling, and continue to actively engage with its tenants on financial inclusion and affordability. The 2026-27 strategic priorities for this objective are:

5.2.2 Priority 1: Prioritise tenant voice

5.2.3 In 2026/27, i4B will remain committed to improving resident satisfaction by ensuring that tenants are at the centre of service delivery and have meaningful opportunities to influence how services are shaped. As an initial step, HMS will develop and distribute a quarterly newsletter to improve communication, share key updates, and encourage greater resident engagement. The company will also consider its use of artificial intelligence (AI) to provide prompt responses and keep residents engaged and up to date.

5.2.4 Priority 2: Improve income collection performance

5.2.5 As part of the company value for money strategy, i4B will take a more proactive role in driving improvements. This will include working with Housing Management to identify where current approaches are not delivering the expected outcomes and agreeing target changes to strengthen rent collection and arrears recovery performance.

5.2.6 The Housing Companies Tenant Services Managers (HCTSMs) will adopt a more intervention focussed approach for households with persistent arrears. This will involve engagement, tailored budgeting and income maximisation support, and the use of structured action plans to help residents stabilise their rent accounts.

**5.3 *Delivering Safe and Sustainable Homes***

5.3.1 This objective involves ensuring that i4B's homes are of a good quality, safe, legally compliant, and environmentally sustainable. In 2026-27, the Company's focus will be on further embedding improved practices in the areas of compliance, disrepair and asset management & energy efficiency. This will include meeting all requirements of the Building Safety Act and carrying out additional work on modelling & planning for future property management and decarbonisation works. The 2026-27 strategic priorities that relate to this objective are:

5.3.2 Priority 3: Implement asset management & decarbonisation strategy

5.3.3 During 2026-27, i4B will begin implementing the strategy, ensuring that works are scheduled and resourced effectively. This will include prioritising actions that maintain stock in good condition and deliver improvements to meet target Energy Performance Certificate (EPC) levels.

5.3.4 Priority 4: Maintain health and safety compliance

5.3.5 Health and safety compliance will continue to be reported to the Board through monthly updates from Housing Management Services (HMS), as well as bi-annual reports from i4B. Following the introduction of Awaab's Law, i4B will ensure damp and mould issues are resolved within statutory timeframes and prepare for future phases covering additional hazards.

5.3.6 Brent Council's recent C3 rating highlighted serious failings in meeting the outcomes of consumer standards. While none of the findings related directly to i4B's stock, the judgement reinforces the importance of strong assurance and accurate data across the wider housing system. In response, i4B will strengthen record-keeping, improve data reconciliation, and align with the Council's improvement plan to maintain full compliance across fire safety, asbestos, water safety, and other key areas.

#### **5.4 *Running a Viable Business***

5.4.1 This objective relates to improving the operational and financial performance by boosting the financial capacity of i4B to remain not only financially robust, but also to support the Council's wider growth ambitions to tackle the housing shortage. In 2026-27, the Company will prioritise cost containment and income maximisation, with particular focus on voids and revenue collection. Performance will be benchmarked against both the Council and comparable organisations, with an aim of achieving upper quartile results.

The 2026-27 strategic priorities that relate to this objective are:

##### 5.4.2 Priority 5: Continue to drive improvements around voids performance

5.4.3 Voids remain a key operational priority for i4B. Over the next year, the company will focus on reducing turnaround times, beginning with a targeted focus on minor voids, where quicker improvements are anticipated due to level of works required. Performance will be subject to rigorous monitoring by officers and the Board, with additional actions introduced where delays or inconsistencies are identified across the portfolio.

5.4.4 i4B will implement process improvements and explore innovative approaches to minimise void periods, including enhanced contractor management. The aim is to embed sustainable practices that maintain low void times and maximise rental income.

##### 5.4.5 Priority 6: Improve rent collection

5.4.6 Housing Management Services have put in an action plan to address poor rent collection, and that will continue into 2026-27. Immediate actions include targeted support for households with persistent arrears and referrals to employment and financial inclusion services where needed. The i4B board will assess progress and take further action if this is not satisfactory.

##### 5.4.7 Priority 7: Explore financial contributions

5.4.8 i4B will review opportunities to leverage additional financial contributions to increase and accelerate housing supply. This will include exploring collaboration with other organisations and reviewing the current structures for the

companies to ensure financial headroom is optimised while maintaining an acceptable risk profile.

## **5.5 *Increasing the Supply of Affordable Housing in the Borough***

- 5.5.1 i4B's primary aim is to improve the Council's affordable housing offer through the acquisition and letting of properties in Brent and neighbouring boroughs. i4B aims to ensure that any available finance is spent in a way that adds maximum value to the Council, whilst also being feasible and supporting the Company's financial viability. This includes exploring the acquisition of both street properties and blocks. The strategic priorities are as follows:
- 5.5.2 Priority 8: Identify and appraise potential acquisitions
- 5.5.3 i4B continues to explore a number of purchases in collaboration with Council colleagues each year as part of its development strategy. It will continue to do so in 2026-27, with block purchases seen by the Board and Shareholder as a preferential acquisition route to bring in a large amount of housing supply that is easier to manage and has the potential for adapted units, subject to acquisitions being viable.
- 5.5.4 Priority 9: Implement a pilot for housing for care-experienced young people
- 5.5.5 In 2026/27, i4B will launch a pilot scheme to purchase up to five one-bedroom properties and/or studio apartments for Brent care-experienced young people. If successful, the pilot will inform a permanent scheme to acquire properties annually for this cohort, ensuring financial viability and positive outcomes for young people.
- 5.5.6 Priority 10: Continue to seek the best strategy to ease Council pressures and deliver unique opportunities
- 5.5.7 Given current challenges with the usage and associated costs of Temporary Accommodation within the Council group, i4B have continued discussions with the Council as its Shareholder on how the company can contribute to alleviating these pressures. These discussions will continue during 2026–27 to agree the best approach to support the wider Council group's housing objectives, taking a holistic view with the aim of increasing housing supply at scale while maintaining the long- term viability of the companies.
- 5.5.8 Areas for consideration will include the shared risk appetite of the Council and the company, and any potential flexibility within i4B's acquisition strategy and financial modelling. The i4B Board is open to exploring inventive solutions that align with the Council's housing strategy, and detailed proposals will be developed and agreed during the year.

## **7.0 Looking Forward**

As i4B works to deliver on its strategic priorities for 2026/27, the company will also explore opportunities for growth and innovation in future years. Areas for consideration include:

- Exploring joint ownership models between i4B and Brent.
- Assessing the viability of expanding into the Home Counties portfolio.
- Developing small-scale projects with local companies and builders.
- Understanding and unlocking opportunities from empty properties.

i4B will begin to assess how best to progress these areas of opportunity, including evaluating the financial and operational implications of expanding the company's remit, as well as determining the level of additional resources required to support delivery. This will ensure that any future development is evidence-based, financially sustainable, and aligned with i4B's long-term strategic objectives.

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

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i4B Risk Register		Pre-mitigation score										Post-mitigation score							
Strategic objective	Strategic risk	Ref	Risk	Level of control	Recent developments	Likelihood	Impact	Score	Trend	Mitigating action	Owner (i4B)	Owner (SLA)	Timescale	Action status and update	Likelihood	Impact	Score		
Delivering safe and sustainable homes	i4B does not meet health & safety requirements - risk of injury or death to tenants, damage to property, financial and reputational damage	1	Non-compliance with statutory obligations due to incomplete or inaccurate H&S certification and data	Significant control through SLA	In May 2025 the Council self-referred to the regulator following concerns that compliance actions for FRA, WRA, Asbestos had been closed down without supporting evidence and subsequently received a C3 rating. In response to this Property Services have reviewed the structure of the compliance team and increased the number of managers to ensure effective oversight of compliance.	4	5	20	↔	The Council have initiated a Building Safety Compliance Project to ensure that identified remedial actions are completed, and have set a roadmap for full compliance. Timelines for recovery: Review of True Compliance by May 2026, Achieve 'C2' grade by September 2027 and 'C1' grade by September 2029.	Strategic Support Officer	Head of Property Services	May-26	Some unavoidable risk remains (for example due to non-access into properties) but as of next review actions will be to continue: ongoing monitoring of H&S compliance via scorecards; following up on identified actions; and presenting a bi-annual report from the i4B/FWH team.	2	5	10		
		2	Third party freeholders do not provide compliance information to i4B for communal areas in third party blocks, meaning i4B cannot verify that adequate compliance controls in place	Reliant on third party freeholders	Engagement continues to be challenging in this area and this is expected to continue to be the case. As agreed by Board, i4B will continue to only acquire freehold properties or leasehold properties in blocks owned by local authorities and housing associations	2	5	10	↔	Take forward strategy to delay payments for service charges etc. and engage with freeholders where information has not been provided	Strategy & Delivery Manager	n/a	Ongoing	Strategy is being progressed, but no significant outcomes reported to date	2	5	10		
		3	i4B is non-compliant with requirements of building safety regulations	Significant control both directly and through SLA	i4B has one block, Lexington, requiring registration with the Building Safety Regulator. Registration has been completed, all relevant information including an up-to-date Fire Risk Assessment is in place, and the Building Safety Case has been submitted	1	5	5	↔	Continue compliance with requirements of Building Safety Act and other relevant legislation	Strategy & Delivery Manager	n/a	Ongoing	Following the submission of the Building Safety Case there are no outstanding actions for i4B here	1	5	5		
Running a viable business	i4B does not manage its costs and performance well - risk of financial and reputational damage, or inability to trade as a going concern	4	Poor rent collection performance due to unaffordability of rent for tenants, exacerbated by welfare reform and changes to the council tax support scheme	Significant control through SLA	Income collection continues to be challenging this financial year, an income collection improvement plan was presented to Board in October and the work to implement this will be closely monitored by Officers. The team have recently lost a HCTSM and recruitment is underway to fill the vacant post with a temp being onboarded to support until the post can be filled permanently	4	4	16	↔	Implement plans to improve rent collection rates. Monitor arrears trends linked to welfare reform and council tax changes. Develop tailored support pathways for at-risk tenants	Strategic Support Officer	Head of Housing & Neighbourhoods	Apr-26	HMS are building a new dashboard to monitor performance. Proposals for former tenant arrears collection are still being explored following a report to the July Board. The Council are currently developing a FTA collection policy which will be extended to the Housing Companies	3	3	9		
		5	High void turnaround times, costs and rent loss lead to financial losses for i4B	Significant control through SLA	Void turnaround times remain above target but improvements can be seen. Property Services recruited a new voids manager on a temporary basis who is supporting the delivery of the surveying function under the SLA. Property Services are still facing challenges with permanent recruitment and retention. Delays also persist at stage 3, linked to delays in receiving nominations from Housing Needs	5	4	20	↔	Implement plans to reduce void turnaround times	Strategic Support Officer	Head of Property Services	Dec-25	The BEAM contract is due to end in January 2026. The recommendation from HMS is to not extend the contract further due to low engagement and success rates. HMS will provide an update to Board in December 2025, risk to be removed once contract ends	3	3	9		
		6	Limited availability of surveyors within HMS contributes to delays in void turnaround times and increased rent loss	Significant control through SLA	A temporary surveying manager is now in post within Property Services and improvements have been seen to stage 2 void times. Further work still required to fill vacant posts with permanent staff	5	4	20	↔	Review and implement alternative delivery models for surveying services, including potential internal restructuring and external support options, to improve capacity and reduce delays	Strategy & Delivery Manager	Head of Property Services	Apr-26	A voids improvement group is in place, chaired by the Head of Housing Management Property. Turnaround times and void numbers are expected to improve and progress is already being seen. Further update on the progress of the improvement group will be provided at the December Board	3	3	9		
		7	High capital programme costs, including stock condition and energy efficiency expenditure, adversely affect the company business plan	Subject to market fluctuations, governmental requirements, availability of grant, etc.	Asset management and decarbonisation strategy approved by Board in September 2025. Strategic decisions to be taken on approach to planned / capital works	3	5	15	↔	Implement asset management and decarbonisation strategy	Strategic Support Officer / Senior Finance Analyst	Head of Property Services	Apr-26	Officers are reviewing options for delivering the surveying function as part of SLA renewals for 26/27, including the potential to move the role under the Strategy and Delivery Manager to improve oversight	2	4	8		
		8	Substantial variations in inflation and interest rates compared to the business plan adversely affect financial performance and viability, with additional pressure from international economic trends such as US monetary policy	No control over external environment, can exercise caution through business planning	September 2025 CPI (3.8%) will cap rent increases for 2026-27 at 4.8%, above the current CPI of 3.6%. Phase 3 loan negotiations are due to be finalised in December 2025, the interest rate will be based on the PWLB loan rate at the time the funding is drawn down, but significantly higher than the previous 3.7% funding.	3	4	12	↔	Regularly monitor economic environment and financial performance, including biannual stress testing of business plan	Senior Finance Analyst		Mar-26	Officers will now work with Property Services to commission stock condition surveys and take any necessary works forward	2	5	10		
		9	Company cash flow (capital and revenue) is insufficient to manage expenditure	Significant control through budget management	No major developments to report	3	5	15	↔	Regularly monitor financial and rent collection performance, including biannual stress testing of business plan	Senior Finance Analyst		Jan-26	Regular reviews are in place with. Full business plan review set for January 2026	2	5	10		
		10	Changing inflation or Government policy on rents and benefits means i4B cannot increase rents at business plan assumptions	None other than link to Council lobbying role, can exercise caution through business planning	Recent change in Government, rent policy to be determined later in year but no increases assumed for coming years in business plan; rent increase policy looks to remain the same under the current Government	2	3	6	↔	Regularly monitor economic environment and Government policy, including biannual stress testing of business plan	Senior Finance Analyst		Jan-26	Next stress test to take place in January 2026	2	3	6		
		11	A cybersecurity incident results in a loss of income, data and/or reputational damage to the company and the Council and could cause disruption to council services which may impact residents.	Reasonable internal control	Score increased to reflect Council position	3	4	12	↑	All staff and directors to follow guidelines on cybersecurity and GDPR. The Council have implemented a centralised alerting platform which supports greater security logging	All		Ongoing	All staff carry out annual awareness courses, regular improvements to Brent internal systems are made, and the council conducts regular phishing simulations to raise awareness of cyber risks.	3	4	12		
		12	Fraud results in a loss of income and/or reputational damage to the company and the Council.	Significant internal control	Internal colleagues are supporting the companies in developing a tailored fraud risk assessment to strengthen controls and identify specific vulnerabilities	2	3	6	↔	Develop and implement tailored fraud risk assessment. Carry out annual review of governance and internal control	Head of Change and Customer Insight		Completed	Scheme of delegation approved by Board; annual review of governance standards, including National Housing Federation Code of Governance, takes place with the next review due in July 26	2	3	6		
		13	Costs of remediation to the Granville and Princess Road blocks exceed business plan estimates	i4B is major leaseholder in works programme being commissioned by Brent Council; reasonable input into design and costings	Design, specification and procurement are being managed by the Council's Major Works and Refurbishment team. i4B will be liable for approx. 22% of the cost of work, the latest update received is that these works are unlikely to commence during 2025/26	3	2	6	↔	Receive regular updates from council on procurement process	Strategy & Delivery Manager		Ongoing	Cost certainty will increase as the project moves along, and the business plan will be kept up-to-date accordingly. i4B representatives attend design workshops etc.	1	2	2		
		Providing a consistently good housing service	i4B's properties are not managed effectively - risk of tenant dissatisfaction, increase in complaints and reputational damage	14	i4B does not effectively manage its contract for the management of Home Counties properties, leading to poor performance and risk to tenant satisfaction	Reasonable control through contract	Pinnacle took over the Home Counties housing management contract in July. To support a smooth onboarding process, officers are holding weekly meetings with Pinnacle's Operational teams. These sessions are focused on closely monitoring the implementation of the contract and fostering strong working relationships.	4	4	16	↔	Closely monitor performance under the contract through regular meetings, performance reporting and Board attendance	Strategy & Delivery Manager		Mar-26	Pinnacle to attend the March Board	2	3	6
				15	Poor service delivery gives rise to low tenant satisfaction	Significant control through SLA	While not regulated, i4B aims to meet all regulatory standards including the consumer standards and Tenant Satisfaction Measures. Recent results suggest i4B and Brent more widely are below national and London standards, a Council-wide piece of work will be underway over the coming months including a new Housing and Tenant Satisfaction Improvement Programme	3	3	9	↔	Regularly measure tenant satisfaction against performance, and develop and implement targeted improvement plans	Strategic Support Officer	Head of Housing & Neighbourhoods	Mar-26	Most recent results suggest there is significant work required to improve tenant satisfaction, including a focus on resolving long-standing issues at Lexington	2	3	6
16	Poor complaints management procedures lead to low tenant satisfaction			Significant control through SLA	Also part of consumer standards. A separate complaints hierarchy has been set up on the system for the housing companies, with the next report to come to the December Board meeting	3	3	9	↔	Regularly measure complaints performance and tenant satisfaction, and develop and implement targeted improvement plans	Strategic Support Officer	Head of Housing & Neighbourhoods	Dec-25	Quarterly complaints reporting to board to take place throughout 2025/26	2	3	6		
Increasing the supply of affordable housing	i4B is unable to acquire properties and cannot contribute to increasing affordable housing supply in the borough	17	Disrepair in properties leads to poor tenant satisfaction, reputational damage and an increase in costs through legal settlements.	Reasonable control through SLA	Disrepair cases have stabilised following a notable increase over the past 1-2 years. While the volume of new cases has levelled off, ongoing risks remain for i4B. These include tenants being advised not to allow access for remedial works, delays in general repairs, and the financial impact of settlement costs. A clear legal framework exists for managing disrepair cases, which continues to guide our approach	3	3	9	↔	Closely monitor, manage and report on disrepair cases	Strategic Support Officer		Ongoing	Monthly report has now been set up by Legal providing operational and financial updates on all i4B disrepair cases, which will be fed into performance reports and financial reports	2	3	6		
		18	There is an insufficient volume of street property acquisition properties on the market that meet i4B's financial criteria	Subject to market conditions	i4B has set a target of 15 street property acquisitions for 2025-26. Whilst price caps remain challenging, the momentum of properties bought for review is positive.	2	3	6	↔	Continue street property acquisitions	Strategy & Delivery Manager		Ongoing	Risk remains low here; i4B has set a target of 15 street property acquisitions for 2025/26 and initial indications show that this is achievable	2	3	6		
		19	There is an insufficient amount of development opportunities that meet i4B's financial criteria	Subject to market conditions	No recent developments	3	2	6	↔	Continue to review potential block acquisitions and new build purchases	Strategy & Delivery Manager		Ongoing	No developments are assumed in the business plan, so any progressed opportunities will represent an additional benefit to the company and Council. i4B team links with teams in Council such as Property, Development and Planning continue to be good with regular conversations held and i4B representatives on internal boards	2	2	4		
		20	i4B has insufficient capital to fund new acquisitions, and therefore meet its goals of reducing homelessness	Subject to market conditions and strategic direction of Council	Phase 3 loan terms to be presented at December Board for approval	2	3	6	↔	Engage the Council on future investment in i4B	Strategy & Delivery Manager		Ongoing	The Council has agreed to provide further funding for i4B to continue its acquisition programme	2	2	4		

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**i4B 2025/26 Business Priorities**

Housing Company Objective	Priority for 2025/26	Key Tasks for 2025/26	Task Owner	Due Date	RAG	February 2026 Update
Providing a Consistently Good Housing Service	1. Monitor results of new tenant satisfaction measures	Monitor the result of new tenant satisfaction measures and provide regular reporting on tenant satisfaction every 6 months	Specialist Housing Service Manager	Dec-25	Completed	The most recent tenant satisfaction report was presented at the November 2025 Board away day, showing an increase in overall satisfaction compared to the figures reported in July 2025. Across the portfolio, there were 45 responses, which represents a small sample size given the overall stock. Further work is needed to improve response rates and enhance tenant satisfaction on the whole. To support progress on Tenant Satisfaction Measures (TSMs), Housing Management will present a Housing and Tenant Satisfaction Improvement Programme at the December Board meeting.
Providing a Consistently Good Housing Service	2. Improve income collection performance	Monitor and improve income collection performance	Specialist Housing Service Manager	Dec-25	Completed	Rent collection continues to be monitored through monthly performance reports and at the time of writing was trending 1.45% up on last year at 92.61%, although still falling below the 98.5% collection target. To support improvement, HMS are implementing a new dashboard to monitor performance and will be providing the Board with more detailed analysis of performance and trends.
Providing a Consistently Good Housing Service	3. Monitor complaints using improved portal	Monitor complaints using new improved portal and implement regular reporting to the Board on complaints oversight	Specialist Housing Service Manager	Dec-25	On Track	The most recent review of complaints and TSM's was in May 25, with a further review due to be presented at the December 25 Board meeting.
Providing a Consistently Good Housing Service	4. Implement new Home Counties housing management contract	Implement new Home Counties housing management contract	Strategy & Delivery Manager	Complete	Completed	i4B officers continue to hold weekly meetings with Pinnacle, following the onboarding of the new contract, ensuring a strong and collaborative. Pinnacle will attend Board meetings twice a year, with the next scheduled set for March 2026
Delivering Safe and Sustainable Homes	5. Refine and implement asset management and decarbonisation strategy	Develop and implement asset management and decarbonisation strategy	Senior Finance Analyst & Head of Housing Property Services	Ongoing		The Asset Management Strategy was approved by the Board in September 2025. Following approval, i4B officers will now work with Property Services to carry out stock condition surveys on properties currently rated EPC D with no potential for improvement. Once the condition of the properties has been assessed, officers will use the strategy to plan and implement the necessary works
		Explore grant funding opportunities for energy efficiency	Strategy & Delivery Manager	Ongoing		No current opportunities identified, but grant horizon scanning forms part of regular contact with Climate team (e.g. Social Housing Decarbonisation Fund)
Delivering Safe and Sustainable Homes	6. Improve the monitoring and management of disrepair	Continue to effectively monitor, manage and report on disrepair cases	Head of Housing Property Services & Strategic Support Officer	Ongoing		The Board continue to focus on disrepair and reporting on the current cases has increased to bi-monthly. Regular reports on all live and recently closed cases are now being received from Legal, with this information shared with finance colleagues to support accurate budget monitoring.
Delivering Safe and Sustainable Homes	7. Maintain health and safety compliance	Continue to monitor and report on health and safety compliance	Head of Housing Property Services & Strategic Support Officer	Ongoing		Following the referral to the Regulator, Property Services have placed a strong emphasis on compliance. Work is ongoing to ensure all recommended actions are fully implemented and closed. Additionally, the organisational structure within Property Services has been revised, and compliance managers with expertise in fire and electrical safety have been recruited to drive improvements.
Running a Viable Business	8. Carry out actions to improve voids performance	Review improvement actions on voids performance, monitor and carry out actions accordingly	Head of Housing Property Services	Dec-25	Completed	i4B officers continue to chair weekly voids meetings to monitor progress on each property. The Board requested separation of historic voids from recent voids to provide clearer data insights, with an agreed cut-off date of 1 August. There is evidence of improved void turnaround times, driven by these regular meetings and the continuity of surveying services currently provided by Property Services. Officers remain confident that further improvements will be achieved as the focus on reducing void turnaround times continues.
Running a Viable Business	9. Improve the management of housing and property costs through SLAs and contracts	Continue to monitor and manage costs through SLA agreements, including the new Home Counties contract	Head of Change & Customer Insight & Senior Financial Analyst	Ongoing		Monthly SLA meetings continue to take place to monitor performance across all service areas. Budget monitoring reviews are currently underway to strengthen forecasting and expenditure control. 2026-27 SLA renewal discussions are currently in progress.
Increasing the Supply of Affordable Housing in the Borough	10. Identify and appraise potential acquisitions	Acquire 15 street properties in 2025/26	Strategy & Delivery Manager	Mar-26	On Track	i4B remains on track to meet its acquisition target. Year-to-date, three properties have been purchased, with a further three in the final stages of conveyancing, scheduled for completion in December. An additional twelve properties are currently progressing through conveyancing. i4B will continue to build its acquisition pipeline in line with agreed price caps and prevailing loan rates throughout the remainder of 2025/26.
Increasing the Supply of Affordable Housing in the Borough	11. Continue to seek the best strategy to ease Council pressures and deliver unique opportunities	Identify and appraise potential block acquisitions and new build opportunities	Strategy & Delivery Manager	Ongoing		Information on potential block acquisitions and new-build opportunities will be presented to the Board on an ad hoc basis, either through the regular Opportunities Report or via separate reports as required.

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# **i4B Holdings Limited and Brent Council**

## **Service Level Agreement**

January 2026

### **Document Master Sheet**

Amendments to this document detailed below:

<b>Version</b>	<b>Date</b>	<b>Comments/ amendments</b>	<b>Approved by (i4B)</b>	<b>Approved by (Council)</b>
1	January 2024	SLA Agreed	X	X
2	January 2025	SLA Agreed	X	X
3	January 2026			

# **SERVICE LEVEL AGREEMENT SPECIFICATION**

## **1.0 Introduction to i4B Holdings Ltd**

- 1.1 This document outlines the specification for the 2026/27 SLA Agreement. Under the Service Level Agreement, Brent Council procure and directly deliver a number of services and provide a number of functions on behalf of i4B. In return for this, i4B pays the Council a management fee and reimburses pass through costs.
- 1.2 i4B Holdings Limited (i4B; the Company) is a wholly owned subsidiary of the London Borough of Brent Council (the Council). It was set up in 2016 to support Council strategies to reduce homelessness and deliver benefits for the Council and the people of Brent.
- 1.3 The Company's primary objective is to acquire, let, and manage a large portfolio of affordable private rented sector (PRS) accommodation for letting to homeless households. i4B has a nominations agreement with LB Brent through which tenants are nominated by the Council's housing needs and support service. i4B enables the Council to either prevent or discharge its homelessness duty and therefore reduce temporary accommodation costs.
- 1.4 i4B's has ambitions to diversify and grow, through a combination of:
  - Purchasing street properties in Brent and neighbouring boroughs.
  - Purchasing new build blocks in Brent and Greater London.

## **2.0 Overview of 2026/27 Service Level Agreement**

- 2.1 In 2017, the i4B and Brent Council agreed a four year Service Level Agreement (SLA). Under the SLA, the Council ("service provider") would procure and directly deliver services on behalf of i4B. In return for this, i4B would pay the Council a management fee and reimburse pass through costs. The SLA has since been renewed for 2021/23, 2023/25 and 2025/26.
- 2.2 This document presents the draft amended SLA for 2026/27, following changes to management arrangements across 2025/26. Service costs and standards have been agreed with service areas and have been updated. The agreement will run until April 2027. The specification outlines the services the Council will deliver on behalf of i4B, service descriptions, performance targets, service standards, lead officers, the fee structure and clarity of how the service scope can be reviewed during the lifetime of the Service Level Agreement. The specification is supported by the schedules in appendix 1.
- 2.3 Under the SLA, the Council will provide, directly or through contracts with external providers, four key service functions:
  - Corporate Services –support in areas such as business planning and business modelling, performance management, corporate governance, IT and IT systems, procurement, commercial legal advice, financial management, treasury management and payment systems.
  - Landlord Services – This includes housing management services such as rent collection, tenancy management, and estate services.

- Asset Management Services – This includes property management services such as voids, repairs, and compliance work.
- Acquisition Services – This includes work carried out by the property buyers and legal services to support the company’s acquisition programme. It also includes management costs going to Housing Property Services to manage the initial void works of purchased properties.

2.4 Performance under the SLA will be measured by achievement of the KPIs detailed in the SLA schedules and services meeting the performance standards detailed in Section 7.0 onwards.

2.5 The following section outlines the general principles of the SLA that all service areas must adhere to.

### **3.0 Governance Arrangements**

3.1 Overall responsibility for the management of the SLA resides with the Directors of i4B on behalf and with the Chief Executive for Brent Council.

3.2 The management of the SLA will be carried out by a lead officer on the client side and a lead officer on the contract side. The lead Council officer will be named in the relevant schedules. Changes to the named officers will be notified to the Brent and i4B Lead officers in writing and documented in the minutes of the SLA management meetings.

3.3 Management meetings will take place on a monthly basis. Separate meetings will be held for Asset Management, Voids & Repairs, Housing Management, and Property. An action log will be recorded at each meeting and reported to Board on a monthly basis.

3.4 Monthly meetings will address the following areas.

- Operational performance;
- Review of KPIs and performance reports;
- Financial performance including monitoring forecasts against budget and appropriate remedial action as required;
- Annual budget and business planning;
- Annual performance and outturn reviews;
- Operational and service problem resolution as required; and
- Future meeting forward planning.

### **4.0 Reviewing and Amending the SLA**

4.1 The SLA will be annually reviewed by the Company and the Council. The Company and Service Area leads will meet between September and November of each year to agree services, service standards, KPIs, and costs.

4.2 An initial draft of the SLA will then be presented to the i4B Board as well as a Senior Council Officer. The i4B Board and the Council will then agree a final version of the SLA. The revised SLA agreement will then be implemented for the start of the financial year.

- 4.3 Any proposed amendments to the SLA will be raised in initial SLA renegotiation meetings between officers working on behalf of i4B and Council officers. Amendments to service standards and costs will have to be agreed by both i4B and the Council.
- 4.4 If i4B or the Service Provider wishes to amend the SLA outside of the annual review cycle, they will raise it at monthly performance meetings. If the proposal is agreeable, the amendment will be submitted to one i4B director for approval, as well as approval from the relevant Council Head of Service. The SLA will then be formally amended.
- 4.5 The Services Agreement, or elements of the SLA, can be ended at any time by mutual consent; however, a six month notice period is required should one party wish to end the agreement.

## **5.0 Dispute Resolution Procedure**

- 5.1 If i4B or the service provider has an issue, it will be raised, and where possible resolved, at monthly performance meetings. If the issue cannot be resolved it will be escalated to the lead Council and Client Officer.
- 5.2 If an issue still cannot be resolved, a failure case will be made to the Shareholder and a Shareholder decision will be made, this will then be communicated to the Council and i4B Board.

## **6.0 Sign Off**

Name: Andrew Hudson  
Position: Chair  
Signature:

Name: Minesh Patel  
Position: Corporate Director, Finance and Resources  
Signature:

## **CORPORATE SERVICES**

### **7.0 Corporate Services – Company Strategic & Corporate Support**

#### **7.1 Service Area and Responsible Officer**

7.1.1 Communications, Insight and innovation, Head of Change and Customer Insight

#### **7.2 Service Description**

7.2.1 The Service Provider shall provide the Board with operational support. This will include:

- Overseeing SLA partners to ensure effective operational performance;
- Clienting the SLA on behalf of the company and ensuring any issues with service delivery and ensuring action plans are developed and implemented in response to these;
- Providing strategic advice and guidance to company Boards on the operation and performance of the companies;
- Performance reporting, including for sub-contractors;
- Ensuring that all operations of the Company comply with the necessary statutory and regulatory requirements;
- Facilitating the acquisition of information by board members;
- Communicating with the shareholder;
- Carrying out research and policy development work to support the work of the company; and

#### *Payments*

- Making payments on behalf of i4B;
- Working with suppliers to ensure they are set up on financial systems
- Setting up purchase orders.
- Working with suppliers to ensure invoices are paid on time
- Paying invoices. All invoices will be scrutinised to ensure they are accurate. And;
- Any other duties to coordinate and support the work of the company.

#### **7.3 Service Standard**

7.3.1 The Service Provider will be required to meet the following service standards:

- Providing monthly performance reports;
- Providing an annual performance review;
- Providing returns to external organisations within statutory timescales; and
- Ensuring 100% of complaints, FOIs, SARs etc are responded to within statutory timescales.

#### *Payments*

- All invoices paid within 30 days;
- All purchase orders and invoices approved by i4B;
- Payments are logged on financial systems;

- All payments are reviewed to ensure they are accurate; and

#### 7.4 Annual Cost

7.4.1 The annual cost for this service is £193,681.80 (£160,076.80 + £33,605).

### **8.0 Corporate Services – Financial Services**

#### 8.1 Service Area and Responsible Officer

8.1.1 Finance Department, Head of Finance for Housing Companies

#### 8.2 Service Description

8.2.1 The Service Provider shall provide the board with financial and business plan support and financial management services. This will include:

- Financial reports to the Board;
- Providing an analysis of financial performance against business plan assumptions;
- Managing the Company's accounts;
- Providing advice to the Company as requested;
- Inputting and management of the Company's financial management systems including Oracle;
- Invoicing and payments to sub-contractors;
- Management and reconciliation of payments to the Company including the 4 weekly electronic payment of rent and other items to the Company's account from housing management contractors;
- Treasury Management;
- Developing and amending the Service Provider's/companies' business model; and
- Administering the loan agreement.

#### 8.3 Service Standard

8.3.1 The Service Provider will be required to meet the following service standards:

- Adhering to all accounting deadlines;
- Ensuring all sub-contractors are invoiced and paid within specified deadlines;
- Monthly financial reports to be provided to the board;
- Providing financial support for annual business planning;
- Annual review of the Company's financial model; and
- Monthly rent reconciliations.

#### 8.4 Annual Cost

8.4.1 The annual cost for this service is £154,297.15.

### **9.0 Corporate Services – Commercial Legal Support**

#### 9.1 Service Area and Responsible Officer

9.1.1 Legal Services, Director of Law

## 9.2 Service Description

9.2.1 The Service Provider shall provide the board with legal advice and support in relation to a range of company and commercial matters. This will include: legal advice in relation to the procurement and preparation of service contracts for the company; the preparation of legal documentation and procedures for the company; advice and assistance in relation to any joint arrangements or merger proposals including all necessary due diligence.

## 9.3 Service Standards

9.3.1 The Service Provider will be required to meet the following service standards:

- Provide advice by agreed deadlines.

## 9.4 Annual Cost

9.4.1 The annual cost for this service area is £34,046.40

## **10.0 Corporate Services – Insurance**

### 10.1 Service Area and Responsible Officer

10.1.1 Organisational Assurance and Resilience, Insurance Manager

### 10.2 Service Description

10.2.1 The service provider will administer the company's insurance requirements including property, directors, public liability and any others such as professional indemnity, vehicle and employee liability as required.

10.2.2 The service provider will insure all properties purchased by the company on the same day of purchase and renew insurances on an annual basis unless informed not to do so. The service provider will inform the Board of insurance costs and manage claims on behalf of the company. The service provider shall renew other insurances required by the company and directors as required to protect the company, employees, directors, customers and public.

### 10.3 Service Standard

10.3.1 The Service Provider will be required to meet the following service standards:

- All properties purchased by the company will be insured on the day of purchase;
- Insurance will be reviewed on an annual basis; and
- The service provider shall renew other insurances required by the company and directors as required to protect the company, employees, directors, customers and public.

### 10.4 Annual Cost

10.4.1 The annual cost for this service area is £4,478.25

## **11.0 Corporate Services – Internal Audit**

### **11.1 Service Area and Responsible Officer**

11.1.1 Audit and Investigation, Deputy Director Organisational Assurance and Resilience

### **11.2 Service Description**

11.2.1 The Service Provider will deliver a suite of risk-based Internal Audit work that provides assurance to the Board and key stakeholders regarding the effectiveness of the company's governance, internal control and risk management arrangements. Anti-fraud and corruption support will also be provided, where required.

### **11.3 Service Standards**

11.3.1 The Service Provider will be required to meet the following service standards:

- An annual internal audit programme should be agreed with Board;
- Internal audits will be carried out within agreed time frames; and
- An audit follow up will be carried out for each internal audit.

### **11.4 Annual Cost**

11.4.1 The annual cost for this service area will be £15,000, with any additional days' work to be agreed to by the Board and to be charged at a cost of £500 per day.

## **12.0 Corporate Services – Information Governance**

### **12.1 Service Area and Responsible Officer**

12.1.1 Digital Transformation, Information Governance Lead

### **12.2 Service Description**

12.2.1 The Service Provider will provide support to the Company to ensure good governance and data processing.

### **12.3 Service Standards**

12.3.1 The Service Provider will be required to meet the following service standards:

- Information Governance support as required.

### **12.4 Annual Cost**

12.4.1 A variable cost will be charged.

## **13.0 Corporate Services – Senior Corporate Management**

### **13.1 Service Areas and Responsible Officers**

13.1.1 Communications, Insight and Innovation, Head of Change and Customer Insight

13.1.2 Finance Department, Deputy Director of Finance

### 13.2 Service Description

13.2.1 The service provider's corporate management team will oversee tasks within their departments to ensure performance and standards are maintained.

### 13.3 Service Standards

13.3.1 The Service Provider will meet the following service standards:

- Monthly attendance at Board meetings.

### 13.4 Annual Cost

13.4.1 The annual cost for this service area will be £13,167.36.

## **LANDLORD SERVICES – HOUSING MANAGEMENT**

### **14.0 Housing Companies Operational Team**

#### **14.1 Service Area and Responsible Officer**

14.1.1 Housing and Neighbourhoods, Head of Housing and Neighbourhoods.

#### **14.2 Service Description**

14.2.1 The service provider will manage via a dedicated team the Neighbourhood, Income Collection and Lettings Services on behalf of FWH. The team will consist of a Specialist Accommodation Service Manager, a Housing Companies and Traveller Manager, and three Housing Companies Tenant Managers.

14.2.2 The Service Provider will be responsible for liaising with residents, customer care, ASB cases, complaints, tenancy verification visits and management of tenancies.

14.2.3 The Service Provider shall be responsible for all aspects of rent and service charge collection and arrears management including the conduct and management of legal proceedings. The target collection rate is 100% of all rent and service charges due. A minimum collection rate of 98.5% is expected across the portfolio.

14.2.4 The Service Provider will also be responsible for collecting former tenant arrears. The Service Provider will provide i4B with an annual report outlining historic debts that are deemed unrecoverable. Where the Service Provider deems a debt unrecoverable they will follow i4B procedures to seek permission from i4B to write off the debt.

14.2.5 The Service Provider will carry out the letting of new acquisition voids and re-let voids, including the carrying out of viewings and sign-ups and the preparation of necessary documents, such as tenancy agreements and sign-up packs including required compliance certification

#### **14.3 Service Standard**

14.3.1 The Service Provider will meet the following service standards:

- Attendance at monthly performance meetings;
- Issue appropriate notices or terminations within a reasonable time (monitored by the void turnaround time);
- All complaints dealt with within statutory timescales;
- The Service Provider shall keep and maintain accurate records of all action taken on neighbour disputes, allegations of harassment, anti-social behaviour (ASB) etc. and shall provide information relating to the nature and status of these matters in its monthly performance reports;
- Tenancy verification visits are carried out at all properties every six months;
- Rent and any other charges collected will be paid to i4B on a monthly basis;
- Monthly reports on all i4B accounts, and when accounts are in arrears what action is being taken; and
- Lettings are carried out in line with overall target void times.

#### 14.4 KPIs

14.4.1 The Service Provider will be required to meet the following key performance targets.

<b>KPI</b>	<b>Target</b>	<b>Measure</b>
Perception Customer Satisfaction	% satisfied that home is safe <i>Target to be agreed during SLA</i>	Biannual Survey
Perception Customer Satisfaction	% satisfied with the services provided by your landlord <i>Target to be agreed during SLA</i>	Biannual Survey
Perception Customer Satisfaction	% Satisfaction with Anti-Social Behaviour <i>Target to be agreed during SLA</i>	Biannual Survey
Complaints	100% resolved within statutory timescales	Complaints resolved through management agents agreed procedures.
Home Visits	100%	% of Portfolio properties home visited once every year.
Rent Collection	98.5%	Rent collected as a % of rent due. This is measured on a 4 weekly cycle in line with BACs payments to i4B.
Arrears	Contextual	Current tenant arrears as percentage of projected annual rent debit
Newsletter	4 per year	4x Quarterly Newsletters distributed

#### 14.5 Annual Cost

14.5.1 The annual cost for this service area will be £162,446.07.

### 15.0 **Landlord Services – Housing Management – Call Centre**

#### 15.1 Service Area and Responsible Officer

15.1.1 Housing and Neighbourhoods, Head of Housing and Neighbourhoods via a Service Level Agreement with the Customer Access Service.

#### 15.2 Service Description

15.2.1 The service provider will provide Call Centre services to ensure tenants can approach them with management and repair matters.

#### 15.3 Service Standard

15.3.1 The call Centre will be open during the hours of 9.00am to 6.00 pm Monday to Friday and a 24/7 and 365 days per year emergency service.

#### 15.4 KPIs

15.4.1 The Service Provider will be required to meet the following key performance targets.

KPI	Target	Measure
Percentage of calls answered	80%	Percentage of calls answered
Percentage of calls answered in 3 min	80%	Percentage of calls answered in 3 min

#### 15.5 Annual Cost

15.5.1 The annual cost for this service area will be £58,502.60.

### **17.0 Landlord Services – Housing Management - Leasehold Support**

#### 17.1 Service Area and Responsible Officer

17.1.1 Housing and Neighbourhoods, Head of Housing and Neighbourhoods

#### 17.2 Service Description

17.2.1 The service provider will manage the i4B Leasehold database to include annual checks of insurance, freeholder contact details, service charge and ground rent monitoring, servicing and administering S20 notices on behalf of i4B, and monitoring and tracking S20 notices and service charges received by i4B. The Service Provider will also carry out annual reviews of leasehold compliance information e.g. Fire Risk Assessments. The Service Provider will liaise with legal services to ensure lease obligations are not breached. Provision of leasehold data to i4B.

17.2.2 The Service Provider will work with the Asset Management Team to ensure future capital investment costs on third party leasehold properties are accurate. This will involve ensuring all external S20 notices are recorded on Asset Management systems.

17.2.3 The Service Provider will procure or use their own resources to make payments for service charges and grounds rents to freeholders where i4B own a leasehold property. All payments will be logged on the Housing Management CMR.

17.2.4 The Service Provider will provide i4B and the Council's insurance team proof of freeholder insurance. An annual confirmation check of all freeholders will take place including update of freeholders' details, insurance certificates, check of service charges and check of ground rent charges.

### 17.3 Service Standard

17.3.1 The Service Provider will meet the following service standards:

- Attendance at monthly performance meetings;
- All section 20 notices and service charge demands are logged on the CRM;
- Service charges and section 20 notices are reviewed and if necessary challenged prior to payment to ensure value for money;
- Annual report submitted to i4B in September on all i4B leasehold properties which includes: freeholder details, i4B repair responsibilities, insurance details, lease start and end date, current s20 notices, annual service charge costs and charge dates, block reference number and compliance information;
- Ensure s20 and service charge invoices are paid within 30 days; and
- Annual letter to freeholders on future budget costs and insurance details.

### 17.4 Annual Cost

17.4.1 The annual cost for this service area will be £33,310.03.

## **18.0 Landlord Services – Housing Management – Rent Accounting**

### 18.1 Service Area and Responsible Officer

18.1.1 Housing and Neighbourhoods, Head of Housing and Neighbourhoods

### 18.2 Service Description

18.2.1 The Service Provider will ensure rent accounts are correctly set up and charged. The Service Provider will be responsible for managing and maintaining rent accounts on Northgate.

18.2.2 Rents are set annually by the i4B Board. i4B will work with the Service Provider annually to implement new rents. The Service Provider will be responsible for notices and communication with all tenants and leaseholders on changes to rent and service charges.

### 18.3 Service Standard

18.3.1 The Service Provider will meet the following service standards:

- Attendance at monthly performance meetings;
- Rent accounts are set up on the day of the tenancy start date;
- Monthly reconciliations are carried out between Lettings data and rent accounts to ensure all rent accounts have been set up; and
- Notice of annual rent increases are sent out in accordance with relevant regulations prior to rent increases being implemented.

### 18.4 Annual Cost

18.4.1 The annual cost for this service area will be £11,394.37.

## **19.0 Landlord Services – Housing Management – Estate Caretaking**

### 19.1 Service Area and Responsible Officer

19.1.1 Public Realm, Head of Neighbourhood Management

### 19.2 Service Description

19.2.1 The Service provider will provide cleaning and maintenance services at i4B blocks.

### 19.3 Service Standard

19.3.1 The service provider will meet the following service standards:

- Clean and maintain i4B blocks to agreed standards.

### 19.4 KPIs

<b>KPI</b>	<b>Target</b>	<b>Measure</b>
Perception Customer Satisfaction	% satisfied that communal areas are clean and well maintained <i>Target to be agreed during SLA</i>	Biannual Survey

### 19.5 Annual Cost

19.5.1 The annual cost for this service area will be £21,780.60.

## **20.0 Corporate Services – Senior Corporate Management**

### 20.1 Service Areas and Responsible Officers

20.1.1 Housing and Neighbourhoods, Head of Housing and Neighbourhoods and Housing and Neighbourhoods, Income Maximisation Service Manager

### 20.2 Service Description

20.2.1 The service provider's corporate management team will oversee tasks within their departments to ensure performance and standards are maintained.

### 20.3 Service Standards

20.3.1 The Service Provider will meet the following service standards:

- Monthly attendance at Board meetings; and

- KPIs as in the above sections

#### 20.4 Annual Cost

20.4.1 The annual cost for this service area will be £12,798.41

## LANDLORD SERVICES – PROPERTY MANAGEMENT

### 21.0 Landlord Services – Property Management – Responsive Repairs

#### 21.1 Service Area and Responsible Officer

21.1.1 Housing Management Property, Head of Housing Property Services

#### 21.2 Service Description

21.2.1 The Service Provider will be responsible for managing a responsive repair service for i4B properties. The Service provider will inspect repairs to ensure quality and VfM. There will be an emphasis on resolving repairs at the first visit.

#### 21.3 Service Standard

21.3.1 The Service Provider will meet the following service standards:

- Attendance at monthly performance meetings;
- Monthly report on repairs carried out within the fixed price;
- Monthly report on repairs carried out outside the fixed price;
- Repair jobs will be provided on a monthly basis broken down by PPP contract or exclusion;
- Monthly report on outcome of inspection samples; and
- Monthly repairs monitoring reports submitted.

#### 21.4 KPIs

21.4.1 The Service Provider will be required to meet the following key performance targets.

KPI	Target	Measure
Average repair cost per property, per annum, including common areas.	£750	The average cost of responsive repairs on the portfolio as charged by the housing management agent (excludes gas servicing).
% of Emergency Repairs completed within 24 hours	100%	The % of all emergency repairs resolved within 24 hours measured each quarter. Qualifying repairs and approach adhere to Awaab's law and are contained in the housing management contracts.
% of Urgent Repairs completed within 7 days	95%	The % of all urgent repairs resolved within 24 hours measured each quarter. Qualifying repairs and approach adhere to Awaab's law and are contained in the housing management contracts.
% of Routine Repairs Completed within 28 days	95%	The % of all routine repairs resolved within 24 hours measured each quarter. Qualifying repairs are contained in the housing management contracts.
Customer satisfaction with Repairs Service	85%	The % of customer who are satisfied with their repairs service (Monthly Reporting)

Perception Customer Satisfaction	% satisfied that home is well maintained <i>Target to be agreed during SLA</i>	Biannual Survey
Perception Customer Satisfaction	% satisfied with the overall repairs service <i>Target to be agreed during SLA</i>	Biannual Survey

## 21.5 Annual Cost

21.5.1 The annual cost for the service area will be £4,768.14. i4B will also be charged for the cost of works and services that are undertaken.

## 22.0 **Landlord Services – Property Management – Asset Management and Capital Programme**

### 22.1 Service Area and Responsible Officer

22.1.1 Housing Management Property, Head of Housing Property Services

### 22.2 Service Description

22.2.1 The service provider will produce an annual, 5 year, and 30 year Capital Investment Plan for works and services required to maintain i4B properties. These plans will include service charge and compliance responsibilities for i4B.

22.2.2 The service provider will be responsible for overseeing the plan and the management of all capital works.

### 22.3 Service Standard

22.3.1 The Service Provider will meet the following service standards:

- Annual stock condition surveys;
- Component data updated by every component replacement;
- Review of capital investment requirements on an annual basis leading to a 5 year detailed programme and a 30 year financial plan;
- Outturn review of last year's spend in July;
- Next year's 5 year plan agreed in September;
- Monthly capital programme monitoring;
- Asset management standard agreed and compliance monitored; and

- Monthly capital monitoring reports submitted.

#### 22.4 Annual Cost

22.4.1 The annual cost will be £13,616.85.

### 23.0 **Property Management - M&E and Compliance**

#### 23.1 Service Area and Responsible Officer

23.1.1 Housing Management Property, Head of Housing Property Services

#### 23.2 Service Description

23.2.1 The Service Provider will be responsible for the management of mechanical and electrical works as well as compliance works for i4B properties. The Service Provider will ensure that all i4B properties meet statutory and regulatory requirements. This includes i4B's Lexington Block.

23.2.2 The Service Provider will assist i4B in producing a comprehensive set of compliance policies that outline i4B's compliance responsibilities. The Service Provider will have suite of reporting metrics that they will use to report on compliance on a monthly basis.

23.2.3 The Service Provider shall keep up to date and implement all new regulations and legislation including but not limited to: Fire safety order 2025, Building safety act 2024, Awaab's law.

#### 23.3 Service Standard

23.3.1 The Service Provider will meet the following service standards:

- Full compliance list for i4B properties;
- Legal and policy requirements set out in governance documents;
- Agreed compliance standards and policies;
- KPI list and targets produced;
- Monthly monitoring and reports in place;
- Collating data from third parties (e.g. Pinnacle and third party freeholders); and
- Quarterly reconciliations between compliance systems and other systems to ensure data is accurate.

#### 23.4 KPIs

23.4.1 The Service Provider will be required to meet the following KPIs

KPI	Target	Measure
Compliance	100%	Compliance with gas, fire, electrical, legionella and any other statutory compliance requirements.

#### 23.5 Annual Cost

23.5.1 The annual cost for this service area will be £10,212.64. i4B will also be charged for the cost of any additional works and services undertaken.

## 24.0 Property Management – Voids, Repairs and Disrepair Surveying

### 24.1 Service Area and Responsible Officer

24.1.1 Housing Management Property, Head of Housing Property Services

### 24.2 Service Description

24.2.1 The Service Provider will be responsible for the effective surveying, pre- and post-inspection and completion of void works, emergency, urgent and routine repairs, and instances of disrepair in adherence with agreed timescales and KPIs. This includes both re-lets and new acquisition voids.

### 24.3 Service Standard

24.3.1 The Service Provider will meet the following service standards:

- Fortnightly performance meetings;
- Photos taken before and after works & repairs with inspection of repairs to monitor VfM;
- Pre and post void inspection of works to ensure VfM and quality;
- Monthly invoicing of costs;
- Biannual review of void costs and void standard;
- All void cases are correctly logged on void management CRM;
- Monthly report on outcome of voids handover inspections;
- Monthly voids monitoring report submitted;
- All properties must achieve the statutory compliance requirements for the private rented sector;

### 24.4 KPIs

24.4.1 The Service Provider will be required to meet the following KPIs in addition to the repairs KPIs outlined above (in partnership with Housing Companies operational teams):

KPI	Target	Measure
Void rent loss	1%	% of total annual rental income lost to re-let void periods
Major void turnaround time	72 days	Void period from tenancy end date to tenancy start date for major voids
Minor void turnaround time	35 days	Void period from tenancy end date to tenancy start date for minor voids
Average re-let minor void cost	Contextual	Total cost of re-let voids divided by total number of re-let voids

Average re-let major void cost	Contextual	Total cost of re-let voids divided by total number of re-let voids
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#### 24.5 Annual Cost

24.5.1 The annual cost for this service will be £50,317.80.

### **25.0 Property Services – Senior Corporate Management**

#### 25.1 Service Areas and Responsible Officers

25.1.1 Housing Management Property, Head of Housing Property Services

#### 25.2 Service Description

25.2.1 The service provider's corporate management team will oversee tasks within their departments to ensure performance and standards are maintained.

#### 25.3 Service Standards

25.3.1 The Service Provider will meet the following service standards:

- Monthly attendance at Board meetings; and
- KPIs as in the above sections

#### 25.4 Annual Cost

25.4.1 The annual cost for this service area will be £6,276.23.

### **26.0 Performance Reports and TSMs**

#### 26.1 Service Area and Responsible Officer

26.1.1 Housing Quality Assurance, Engagement and Insight, Head of Housing Quality Assurance, Engagement and Insight

#### 26.2 Service Description

26.1.2 The service provider will input data onto housing management systems, asset management systems, and financial systems and provide monthly monitoring reports and commentary, which will be submitted for review 10 days before the monthly Board meeting.

26.1.3 The service provider will provide support with tenant satisfaction reporting and action planning.

#### 26.3 Service Standard

26.3.1 The Service Provider will meet the following service standards:

- Monthly report detailing: rent collection, complaints (including bi-annual breakdown of escalations and outcomes), void turnaround times, tenancy verification visits, repairs,

legal cases, void properties, FTA, compliance submitted in line with Board reporting deadlines.

- Quarterly reconciliations are carried out to ensure information on systems is accurate.
- Support with tenant satisfaction reporting and action planning.

#### 26.4 Annual Cost

26.4.1 The annual cost of this service area will be £12,898.37 (£7,414 + 5,484.37).

### **27.0 Legal Support – Housing Management**

#### 27.1 Service Area and Responsible Officer

27.1.1 Legal Services, Director of Law

#### 27.2 Service Description

27.2.1 The service provider will provide legal service to i4B regarding housing management matters such as rent increases, disrepair, and ASB. This will include providing litigation services relating to possession proceeding and ASB action.

#### 27.3 Service Standard

27.3.1 The Service Provider will meet the following service standards:

- Information on all legal cases included in monthly performance report; and
- Quarterly updates on case numbers and hours worked.

#### 27.4 Annual Cost

27.4.1 The annual cost of this service area will be £15,959.25

## **ACQUISITION SERVICES**

### **28.0 Acquisition Services: Acquisition of PRS Street Properties, Disposals, Market Lets, and Future Development & Block Opportunities**

#### **28.1 Service Area and Responsible Officer**

28.1.1 Property and Assets, Director of Property and Assets

#### **28.2 Service Description**

28.2.1 The Service Provider will act as a buyer's agent for the Company. This will include a dedicated Property Acquisition & Disposal Officer, as well as input from the Senior Estate Surveyor.

28.2.2 The role of the buyer's agent will commence with the identification of potential portfolio properties and end with the provision of keys and a complete property handover pack within two working days of purchase. The buyer's agent will identify properties which meet the Company's specification, business plan, targets and spend profile as provided by the company from time to time. The Service Provider will procure or deliver directly valuation and surveying services for the Company. Portfolio properties will be purchased directly for the Company and the company will fund the Council at the time of purchase: the purchase price, disbursements and SDLT. Other costs such as valuation and legal fees will be recharged to the company at intervals agreed by the Council. Properties will be registered in the name of the Company and the Service Provider will be provided with sufficient authority to manage the purchase on behalf of the Company. The Service Provider will comply with the Company's acquisition process which includes agreed points at which Board authority is required to proceed with the purchase. The Service Provider will act as a representative of i4B when working with solicitors.

28.2.3 The company will provide the service provider with instructions the types of properties it wishes to acquire as well as the financial criteria potential acquisitions must meet. All properties must meet the Company's agreed financial criteria. The Service Provider will present the Board with a quarterly update report.

28.2.4 In addition, the Service Provider will act as an agent on behalf of i4B when disposing of properties and sourcing external agents to let at market rates. The Service Provider will be responsible for sourcing agents, procuring valuations, negotiating leasing agreements and organising viewings.

28.2.5 The service provider will be responsible for identifying and purchasing both land and block purchase opportunities for the Company. The Service Provider will provide the Board with monthly updates on new build opportunities.

#### **28.3 Service Standard**

28.3.1 The Service Provider will meet the following service standards:

- Attendance at monthly performance meetings;
- Street property purchases according to annual targets;
- Monthly Performance Meetings and weekly Panel meetings;
- All relevant documentation and information uploaded to the CRM;

- Handover of PRS street properties to the refurbishment team within two working days of purchase;
- Quarterly market update reports to the Board;
- All costs incurred in the acquisition of properties are entered into financial systems;
- All properties purchased meet i4B's financial acquisition criteria; and
- Identification of and reporting to Board on live opportunities as required.

#### 28.4 KPIs

28.4.1 The Service Provider will be required to meet the following KPIs

KPI	Target	Measure
Properties purchased a year	As agreed in business plan	Property purchases per year

#### 28.5 Annual Cost

28.5.1 The cost for this service will be £109,418.80.

### 29.1 **Acquisition Services – Conveyancing Legal Support**

#### 29.1 Service Area and Responsible Officer

29.1.1 Legal Services, Director of Law

#### 29.2 Service Description

29.2.1 The Service Provider will procure or deliver directly legal conveyancing services for the Company. The Service Provider will act on behalf of i4B when purchasing and disposing of properties.

#### 29.3 Service Standard

29.3.1 The Service Provider will meet the following service standards:

- Street property purchases as agreed in the business plan;
- Fortnightly operational meetings;
- Attendance at monthly performance meetings; and
- All relevant documentation and information uploaded to the CRM.

#### 29.4 KPIs

29.4.1 The Service Provider will be required to meet the following KPIs

KPI	Target	Measure
Instructing Legal – Legal reporting to property	85	The average number of calendar days between property instructing legal to legal reporting to property. Activity included in this period includes legal due diligence and title reporting.

Legal reporting to property – DA approval agreed	18	The average number of calendar days between legal reporting to property to delegated approval agreed. Activity during this period includes delegated authority approval.
DA approval – Keys handed to refurbishment	18	Period in calendar days between delegated authority approval to the purchase of the property including the period taken to provide keys/handover pack to refurbishment.
Instruction to keys	120	Period in calendar days between property instructing legal to the purchase of the property including the period taken to provide keys/handover pack to refurbishment.
Properties purchased a year	As agreed in business plan	Property purchases per year

### 29.5 Annual Cost

29.5.1 The Service Provider will be paid £1,200 per property purchase.

## **30.0 Legal Services – Project Costs**

### 30.1 Service Area and Responsible Officer

30.1.1 Legal Services, Director of Law

### 30.2 Service Description

30.2.1 The Service Provider will provide conveyancing services for the Company on large new build acquisitions and disposals. The Service Provider will manage and recharge i4B Holdings Ltd through costs/adjustments and record and net off any retained monies as a result of the acquisition process.

### 30.3 Service Standard

30.3.1 Service Standards will be agreed when the project commences.

### 30.4 Annual Cost

30.4.1 A variable project cost will be paid.

## **SCHEDULE 3 – CONTRACT SUMS**

Table 1 – Corporate Services

<b>Service Area</b>	<b>2026/27 Contract Sum</b>
Company Strategic & Corporate Support	£193,681.80
Financial Services and Administration	£154,297.15
Commercial Legal Support	£34,046.40
Insurance	£4,478.25
Senior Corporate Management	£13,167.36
Internal Audit	£15,000.00
Information Governance	Variable project cost
Property & Assets - Acquisitions & Disposals	£109,418.80
<b>Corporate Service Total</b>	<b>£524,089.76</b>
<b>Corporate Service Total plus VAT (20%)</b>	<b>£628,907.71</b>

Table 2 – Landlord Services

<b>Service Area</b>	<b>2026/27 Contract Sum</b>
Company Housing Management Support	£162,446.07
Housing Management – Payments (moved to Corporate 26/27)	N/A
Housing Management - Leasehold Support	£33,310.03
Housing Management - Rent Accounting	£11,394.37
Housing Management - Estate Services	£21,780.60
Housing & Neighbourhoods – Senior Corporate Management	£12,798.41
Property Management - Responsive Repairs	£4,768.14
Property Management - Asset Management and Capital Programme	£13,616.85
Property Management - M&E and Compliance	£10,212.64
Property Management – Voids, Repairs & Disrepair Surveying	£50,317.80
Housing Property Services – Senior Corporate Management	£6,276.23
Performance Reports	£7,414.00
Legal Support - Housing Management	£15,959.25
Housing Management - Call Centre	£58,502.60
Housing Quality Assurance and Standards (TSMs)	£5,484.37
<b>Landlord Services Total</b>	<b>£414,281.36</b>
<b>Landlord Services Total plus VAT (20%)</b>	<b>£497,137.64</b>

Table 3 – Total Revenue Costs

<b>Service Area</b>	<b>2026/27 Contract Sum</b>
Corporate Services Total plus VAT (20%)	<b>£628,907.71</b>
Landlord Services Total plus VAT (20%)	<b>£497,137.64</b>
<b>All Services Total</b>	<b>£1,126,045.35</b>

Table 4 – Acquisitions Services

<b>Service Area</b>	<b>2026/27 Contract Sum</b>
Conveyancing Legal Support	£1,200 per property
Conveyancing Project Support	Variable project cost



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**LB Brent & i4B Holdings Ltd Service Level Agreement  
Schedule One - Services and Service Requirements**

**Corporate Services**

Ref	Services	Description	Period	i4B Trading Account Heading	Service	Service Area	Lead Officer	KPIs	Performance Required
1a	Company Strategic & Corporate Support	<p>The Service Provider shall provide delivery support. The Service Provider will be responsible for coordinating service areas and providing a clienting service on behalf of i4B. The Service provider will act in a client role between the Companies and the Council, including negotiating and managing Service Level Agreements, raising any issues with service delivery and ensuring action plans are developed and implemented in response to these.</p> <p>The Service Provider shall provide company secretary services. This will include: Providing support and guidance to the Board, Chair and Shareholder; Ensuring that all operations of the Company comply with the necessary statutory and regulatory requirements; Facilitating the acquisition of information by board members; Assisting with the compilation of board papers and filtering to ensure compliance with required standards of good governance; Communicating with the shareholder; Supporting regular board meetings; Carrying out research and policy development work to support the work of the Company; Any other duties to coordinate and support the work of the Company. The Service Provider will provide services to enable the Company to comply with requirements for management of data and freedom of information and complaints handling. The Service Provider will support the company to maintain and improve its performance. The Service Provider shall be responsible for collating and coordinating the performance information of sub-contractors and directly delivered services. This will include the inputting and creation of reports from the Northgate system and for collating reports from sub-contractor weekly and monthly reports.</p>	2026 to 2027	Corporate Services	Company Support	Change and Customer Insight	Strategy and Delivery Manager	N/A	<p>Supporting monthly board meetings</p> <p>Providing any returns required to external organisations</p> <p>Monthly reports on the performance of sub-contractors are compiled and reported to the Board</p> <p>Ensuring 100% of complaints, FOIs, SARs etc are responded to within statutory timescales</p> <p>Attend monthly SLA meetings on behalf of i4B.</p> <p>Provide an annual performance review</p>
1b	Financial Services and Administration	The Service Provider shall provide the board with financial and business plan support and financial management services including: Financial reports to the Board; Providing an analysis of financial performance against business plan assumptions; Managing the Company's accounts; Providing advice to the Company as requested; Inputting and management of the Company's financial management systems including Oracle; Invoicing and payments to sub-contractors; FSC, Management and reconciliation of payments to the Company including the 4 weekly electronic payment of rent and other items to the Company's account from housing management contractors; Treasury Management; Developing and amending the Service Providers/companies business model; administering the loan agreement.	2026 to 2027	Corporate Services	Financial Management & Support	Finance	Head of Finance - Companies	N/A	<p>Adhering to all accounting deadlines</p> <p>Ensuring all sub-contractors are invoiced and paid within specified deadlines</p> <p>Monthly financial reports to be provided to the board</p> <p>Providing financial support for annual business planning</p> <p>Annual review of the Company's financial model</p> <p>Monthly rent reconciliations</p>
1c	Commercial Legal Support	The Service Provider shall provide the board with legal advice and support in relation to a range of company and commercial matters: to include legal advice in relation to the procurement and preparation of service contracts for the company; the preparation of legal documentation and procedures for the company; advice and assistance in relation to any joint arrangements or merger proposals including all necessary due diligence.	2026 to 2027	Corporate Services	Commercial Legal Support	Law	Director of Law	N/A	Provide advice by agreed deadlines
1d	Insurance	The service provider will administer the company's insurance requirements including property, directors, public liability and any others such as professional indemnity, vehicle and employee liability as required.	2026 to 2027	Corporate Services	Insurance	Finance	Insurance Manager (Assurance and Resilience)	N/A	The service provider will insure all properties purchased by the company on the same day of purchase and renew insurances on an annual basis unless informed not to do so. The service provider will inform the Board of insurance costs and manage claims on behalf of the company. The service provider shall renew other insurances required by the company and directors as required to protect the company, employees, directors, customers and public. The service provider will undertake any additional project work as agreed between the Company and the service provider
1e	Senior Corporate Management	The service provider's corporate management team will oversee tasks within their departments to ensure performance and standards are maintained.	2026 to 2027	Corporate Services	Service Provider Corporate Governance (All service areas)	Finance	Deputy Director Finance	N/A	Monthly board meetings

1f	Internal Audit & Investigation	To deliver a suite of risk-based Internal Audit work that provides assurance to the Board and key stakeholders regarding the effectiveness of the company's governance, internal control and risk management arrangements. Anti-fraud and corruption support will also be provided, where required.	2026 to 2027	Corporate Services	Internal Audit	Audit and Investigation	Deputy Director Organisational Assurance and Resilience	N/A	Agreement of annual internal audit plan. Investigation support as required. Additional project work as agreed between the Company and service provider
1g	Information Governance	Information Governance support to promote good company governance and data processing.	2026 to 2027	Corporate Services	Information Governance	Digital Transformation	Information Governance Lead	N/A	Information Governance support as required

### Landlord Function

Ref	Services	Description	Period	i4B Trading Account Heading	Service	Service Area	Lead Officer	KPIs	Performance Required
2a	Company Housing Management Support	<p>Management of Neighbourhood Services, Income Collection and Lettings on behalf of i4B.</p> <p>The Service Provider will be responsible for liaising with residents, customer care, ASB cases, complaints, tenancy verification visits and management of tenancies.</p> <p>The Service Provider shall be responsible for all aspects of rent and service charge collection and arrears management including the conduct and management of legal proceedings. The target collection rate is 100% of all rent and service charges due. A minimum collection rate of 98.5% is expected across the portfolio.</p> <p>The Service Provider will also be responsible for collecting former tenant arrears. The Service Provider will provide i4B with an annual report outlining historic debts that are deemed unrecoverable. Where the Service Provider deems a debt unrecoverable they will follow i4B procedures to seek permission from i4B to write off the debt.</p> <p>The Service Provider will carry out the letting of new acquisition voids and re-let voids, including the carrying out of viewings and sign-ups and the preparation of necessary documents, such as tenancy agreements and sign-up packs including required compliance certification</p>	2026 to 2027	Landlord Services - Housing Management	Housing Management	Housing Services	Head of Housing and Neighbourhoods	N/A	<p>Monthly performance SLA meetings.</p> <p>Issue appropriate notices or terminations within a reasonable time (monitored by the void turn around time)</p> <p>All complaints dealt with within statutory timescales.</p> <p>The Service Provider shall keep and maintain accurate records of all action taken on neighbour disputes, allegations of harassment, anti-social behaviour (ASB) etc. and shall provide information relating to the nature and status of these matters in its monthly performance reports.</p> <p>Visits carried out at all properties every six months</p> <p>Rent and any other charges collected will be paid to i4B on a monthly basis.</p> <p>Monthly reports on all i4B accounts, and when accounts are in arrears what action is being taken.</p> <p>Rents are paid to i4B on a monthly basis</p> <p>Lettings are carried out in line with overall target void times</p> <p>Attendance at weekly voids meeting</p>
2b	Housing Management - Payments  <i>Proposed to move to Company Strategic &amp; Corporate Support. (1a)</i>	The Service Provider will procure or use their own resources to make payments on behalf of FWH. The Service Provider will request approval from FWH to set up purchase orders. The Service provider will work with suppliers to ensure invoices are paid on time. The Service Provider will request approval from FWH to pay invoices. All invoices will be scrutinised to ensure they are accurate.	2026 to 2027	Landlord Services - Housing Management  <i>Proposed to move to Corporate Services from 26/27</i>	Housing Management	Housing Services	Head of Housing and Neighbourhoods	N/A	<p>Monthly performance SLA meetings.</p> <p>All invoices paid within 30 days</p> <p>Purchase Orders and Invoices approved by i4B.</p> <p>Invoices are reviewed to ensure they are accurate</p>

2c	Housing Management - Leasehold Support	<p>The service provider will manage the i4B Leasehold database to include annual check of insurance, freeholder contact details, service charge and ground rent monitoring, Servicing and administering S20 notices on behalf of i4B, monitoring and tracking s20 notices and service charges received by i4B.</p> <p><i>*A full review of obligations towards leaseholders in i4B as a Private Company, needs to be conducted which includes:</i></p> <ul style="list-style-type: none"> <li>•Compliance for contractors</li> <li>•Procurement</li> <li>•Insurance</li> <li>•Appointment of contractors</li> <li>•Consultations</li> <li>•S20</li> <li>•Billing systems for major works and service charges</li> </ul> <p><i>Following the above the SLA can be amended to ensure the service is being delivered compliantly and with appropriate resource and expertise.</i></p> <p>The Service Provider will also carry out annual reviews of leasehold compliance information e.g. Fire Risk Assessments. The Service Provider will liaise with legal services to ensure lease obligations are not breached. Provision of leasehold data to i4B.</p> <p>The Service Provider will work with the Asset Management Team to ensure future capital investment costs on third party leasehold properties are accurate. This will involve ensuring all external s20 notices are recorded on Asset Management systems.</p> <p>The Service Provider will procure or use their own resources to make payments for service charges and grounds rents to freeholders where i4B own a leasehold property. All payments will be logged on the Housing Management CRM.</p> <p>The service provider will provide i4B and the councils insurance team proof of freeholder insurance. An annual confirmation check of all freeholders will take place including - update of freeholders details, insurance certificate, check of service charge and check of the ground rent charges</p>	2026 to 2027	Landlord Services - Housing Management	Housing Management	Housing Services	Head of Housing and Neighbourhoods	N/A	<p>Monthly performance SLA meetings.</p> <p>All third party service charges and s20 notices logged on the CRM.</p> <p>Service charges and s20s are reviewed and challenged before payment to ensure VfM</p> <p>Annual report submitted to i4B in September on all i4B leasehold properties which includes: freeholder details, i4B repair responsibilities, insurance details, lease start end date, current s20 notices, annual service charge costs and charge dates, block reference number, and compliance info.</p> <p>Property Inspections in line with an agreed schedule</p> <p>Work with the payments team to ensure service charge and s20 invoices are paid within 30 days</p> <p>Liaise with freeholders on future budget costs</p>
2d	Housing Management - Rent Accounting	<p>The Service Provider will ensure rents accounts are correctly set up and charged. The Service Provider will be responsible for managing and maintaining rent accounts on Northgate.</p> <p>Rents are set annually by the i4B Board. i4B will work with the Service Provider annually to implement new rents. The Service Provider will be responsible for notices and communication with all tenants and leaseholders on changes to rent and service charges.</p>	2026 to 2027	Landlord Services - Housing Management	Housing Management	Housing Services	Head of Housing and Neighbourhoods	See Schedule 3	<p>Monthly performance SLA meetings.</p> <p>Rent accounts are set up on the day the tenancy start date.</p> <p>Monthly reconciliations are carried out between Lettings data and rent accounts to ensure all rent accounts have been set up.</p> <p>Notice of annual rent increases are sent out in accordance with relevant regulations prior to rent increases being implemented.</p>
2e	Housing Management - Estate Caretaking	The Service provider will provide cleaning and maintenance services at i4B and FWH blocks	2026 to 2027	Landlord Services - Housing Management	Public Realm	Cleaning and Caretaking Services	Head of Neighbourhood Management	See Schedule 3	Regular programme of cleaning and maintenance
2f	Housing & Neighbourhoods - Senior Corporate Management	The service provider's corporate management team will oversee tasks within their departments to ensure performance and standards are maintained.	2026 to 2027	Landlord Services - Housing Management	Housing Management	Housing Services	Head of Housing and Neighbourhoods	N/A	As above in 2a-2f
2g	Property Management - Responsive Repairs	The Service Provider will be responsible for managing a responsive repair service for i4B properties. The Service provider will inspect repairs to ensure quality and VfM. There will be an emphasis on resolving repairs at the first visit	2026 to 2027	Landlord Services - Housing Management	Housing Property Services	Housing Services	Head of Property Services	See Schedule 3	<p>Monthly Performance Meetings</p> <p>Monthly report on repairs carried out within the fixed price</p> <p>Monthly report on repairs carried out outside the fixed price</p> <p>Repair jobs will be provided on a monthly basis broken down by PPP contract or exclusion.</p> <p>Monthly report on outcome of inspection samples</p> <p>Monthly repairs monitoring reports submitted</p>

2h	Property Management - Asset Management and Capital Programme	<p>The service provider will produce an annual, 5 year, and 30 year Capital Investment Plan for works and services required to maintain i4B properties. These plans will include service charge and compliance responsibilities for i4B.</p> <p>The service provider will be responsible for overseeing the plan and the management of all capital works.</p>	2026 to 2027	Landlord Services - Housing Management	Housing Property Services	Housing Services	Head of Property Services	See Schedule 3	<p>Annual stock condition surveys</p> <p>Component data updated by every component replacement</p> <p>Review of capital investment requirements on an annual basis leading to a 5 year detailed programme and a 30 year financial plan</p> <p>Outturn review of last year's spend</p> <p>Monthly capital programme monitoring</p> <p>Asset management standard agreed and compliance monitored</p> <p>Monthly capital monitoring reports submitted</p>
2i	Property Management - M&E and Compliance	<p>The Service Provider will be responsible for the management out mechanical and electrical works as well as compliance works for i4B properties. The Service Provider will ensure that all i4B properties meet statutory and regulatory requirements.</p> <p>The Service Provider will assist i4B in producing a comprehensive set of compliance policies that outline i4B's compliance responsibilities. The Service Provider will have suite of reporting metrics that they will use to report on compliance on a monthly basis.</p> <p>The Service Provider shall keep up to date and implement all new regulations and legislation including but not limited to          Fire safety order 2025          Building safety act 2024          Awaabs law</p>	2026 to 2027	Landlord Services - Housing Management	Housing Property Services	Housing Services	Head of Property Services	See Schedule 3	<p>Full compliance list for i4B properties</p> <p>Legal and policy requirements set out in governance documents</p> <p>Compliance standards agreed</p> <p>KPI list and targets produced</p> <p>Monthly monitoring in place</p> <p>Collating data from third parties (Pinnacle and third party freeholders)</p> <p>Quarterly reconciliations between compliance systems and other systems to ensure data is accurate</p>
2j	Property Management - Voids, Repairs & Disrepair Surveying	<p>The Service Provider will be responsible for the effective surveying, pre- and post-inspection and completion of void works, emergency, urgent and routine repairs, and instances of disrepair in adherence with agreed timescales and KPIs. This includes both re-lets and new acquisition voids</p>	2026 to 2027	Landlord Services - Housing Management	Housing Property Services	Housing Services	Head of Property Services	See Schedule 3	<p>Fortnightly performance meetings</p> <p>Photos taken before and after works &amp; repairs with inspection of repairs to monitor VFM</p> <p>Pre and post void inspection of works to ensure VFM and quality.</p> <p>Monthly invoicing of costs</p> <p>Biannual review of void costs and void standard.</p> <p>All void cases are correctly logged on void management CRM.</p> <p>Monthly report on outcome of voids handover inspections</p> <p>Monthly voids monitoring report submitted</p> <p>All properties must achieve the statutory compliance requirements for the private rented sector</p> <p>Attendance at weekly voids meeting</p>
2k	Housing Property Services - Senior Corporate Management	<p>The service provider's corporate management team will oversee tasks within their departments to ensure performance and standards are maintained.</p>	2026 to 2027	Landlord Services - Housing Management	Housing Property Services	Housing Services	Head of Property Services	See Schedule 3	<p>As above in 2h-2k</p>

2l	Performance reports	The service provider will input sufficient data onto the CRM Northgate and housing management and asset management systems and provide monthly monitoring reports for the service provider to analyse and to inform the Board.	2026 to 2027	Landlord Services - Housing Management	Housing Quality Assurance, Engagement and Insight	Housing Services	Head of Housing Quality Assurance, Engagement and Insight	N/A	Monthly report detailing: rent collection, complaints, void turnaround times, tenancy verification visits, repairs, legal cases, void properties, FTA, compliance submitted 10 days before the monthly Board meeting.  Quarterly reconciliations are carried out to ensure information on systems is accurate.
2m	Legal support - Housing Management and Civil Litigation	The service provider will provide legal service to i4B regarding housing management matters such as rent increases, disrepair, and ASB. This will include providing litigation services relating to possession proceeding and ASB action.	2026 to 2027	Landlord Services - Housing Management	Legal Services	Law	Director of Law	N/A	Information on all legal cases included in monthly performance report.  Quarterly updates on case numbers and hours worked.
2n	Housing Management - Call Centre	The service provider will provide Call Centre services to ensure tenants can approach them with management and repair matters during the hours of 8.00am to 6.00 pm Monday to Friday and a 24/7 and 365 days per year emergency service.	2026 to 2027	Landlord Services - Housing Management	Housing Management	Housing Services	Head of Housing and Neighbourhoods	See Schedule 3	The call Centre will be open during the hours of 9.00am to 6.00 pm Monday to Friday and a 24/7 and 365 days per year emergency service
2o	Housing Quality Assurance and Standards	The service provider will provide support with tenant satisfaction reporting and action planning	2026 to 2027	Landlord Services - Housing Management	Housing Quality Assurance, Engagement and Insight	Housing Services	Head of Housing Quality Assurance, Engagement and Insight	N/A	Support with tenant satisfaction reporting and action planning
2p	Housing Needs	The service will prepare nominations in advance of properties becoming ready to let, supporting effective allocation and voids processes. The service will provide timely nominations to i4B.	2026 to 2027	Landlord Services - Housing Needs	Housing Needs and support	Accommodation Services	Head of Accommodation Services	See schedule 3	Attendance at weekly voids meeting  Issue appropriate nominations within a reasonable time (monitored by the void turn around time)

### Acquisitions

Ref	Services	Description	Period	i4B Trading Account Heading	Service	Service Area	Lead Officer	KPIs	Performance Required
3b	Conveyancing Legal Support (Purchases)	The Service Provider will procure or deliver directly legal conveyancing services for the Company. The Service Provider will act on behalf of i4B when purchasing and disposing of properties. The Service Provider will manage and recharge i4B Holdings Ltd through costs/adjustments and record and net off any retained monies as a result of the acquisition process.	2026 to 2027	Legal Services	Legal Services	Law	Director of Law	See Schedule 3	Purchase of PRS street properties  Fortnightly operational meetings  Monthly SLA performance meetings.  All relevant documentation and information uploaded to the CRM
3c	Legal Services - Project Costs	The Service Provider will provide conveyancing services for the Company on large new build acquisitions and disposals. The Service Provider will manage and recharge i4B Holdings Ltd through costs/adjustments and record and net off any retained monies as a result of the acquisition process.	2026 to 2027	Legal Services	Legal Services	Law	Director of Law	See Schedule 3	

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 <p style="font-size: 24pt; font-weight: bold; margin-top: 10px;">Brent</p>	<p style="font-weight: bold; font-size: 18pt;">Cabinet</p> <p style="font-size: 16pt;">9 March 2026</p>
	<p style="font-weight: bold; font-size: 16pt;">Report from the Chair of First Wave Housing Ltd</p>
	<p style="font-weight: bold; font-size: 16pt;">Lead Member – Cabinet Member for Housing (Councillor Fleur Donnelly-Jackson)</p>
<p style="font-weight: bold; font-size: 18pt;">First Wave Housing Business Plan 2026/27</p>	

<b>Wards Affected:</b>	All
<b>Key or Non-Key Decision:</b>	Key Decision
<p><b>Open or Part/Fully Exempt:</b> <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small></p>	<p>Part exempt – Appendix 1a (including Annexes 1-3) the Financial Appendix to the Business Plan, is exempt 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)”</p>
<b>List of Appendices:</b>	<p>Four</p> <p>Appendix 1: FWH 2026/27 Company Business Plan</p> <p>Appendix 1(a): (Exempt)FWH Financial Business Plan Summary (including Annexes 1-3)</p> <p>Appendix 2: FWH Risk Register</p> <p>Appendix 3: FWH Progress on 2025-26 Business Plan Priorities</p> <p>Appendix 4: FWH 2026/27 Service Level Agreement</p> <p>Appendix 4(a): FWH 2026-27 Service Level Agreement Schedule</p>
<b>Background Papers:</b>	None
<p><b>Contact Officer(s):</b> <small>(Name, Title, Contact Details)</small></p>	<p>Natoyah Vincent, Strategy and Delivery Manager <a href="mailto:Natoyah.Vincent@brent.gov.uk">Natoyah.Vincent@brent.gov.uk</a></p> <p>Jon Cartwright, Head of Change and Customer Insight Tel: 020 8937 1742 <a href="mailto:Jonathan.Cartwright@brent.gov.uk">Jonathan.Cartwright@brent.gov.uk</a></p>

## **1.0 Executive Summary**

1.1 This report provides Cabinet with a final draft of the First Wave Housing Ltd (FWH) 2026/27 Business Plan and revised Service Level Agreement with Brent Council. Cabinet is asked to approve the Business Plan and Service Level Agreement on behalf of the Council as Guarantor of First Wave Housing.

## **2.0 Recommendation(s)**

2.1 Cabinet approves the 2026-27 First Wave Housing Ltd Business Plan and financial model as Guarantor of the Company.

2.2 Cabinet approves the 2026-27 Service Level Agreement between First Wave Housing Ltd and the Council, and

2.3 Cabinet agrees to delegate authority for the Corporate Director of Finance and Resources to agree the terms for the enforcement of key performance indicators in relevant SLAs to allow the FWH Board to implement.

## **3.0 Detail**

### **3.1 Cabinet Member Foreword**

3.1.1 This business plan sets out FWH's strategy for the coming financial year, furthering the company's work to increase the supply of good quality affordable housing, reducing homelessness in the borough and alleviating the use of costly Temporary Accommodation. This supports the Brent Borough Plan 2023-2027 strategic priority of 'Prosperity and Stability in Brent: Safe, Secure and Decent Housing'.

### **3.2 Background**

3.2.1 FWH is a housing company wholly owned by the London Borough of Brent. FWH is limited by guarantee. FWH manages a total of 216 properties. Of these properties, 166 are settled homes, 45 are market rented and 5 are general needs. The annual rent figure is £3,713.360.

3.2.2 As a registered provider of social housing, FWH is required to produce an annual business plan.

3.2.3 This report provides a final draft version of FWH's Business Plan for 2026/27. The draft plan was presented to the FWH Board on the 22<sup>nd</sup> January 2026, the Company Guarantor on the 6<sup>th</sup> February 2026, senior officers on 11<sup>th</sup> February 2026 and senior officers and members on 18<sup>th</sup> February 2026. Feedback from these meetings has been incorporated into this final draft.

## **4.0 Update on Operational Performance**

4.1 Table One below provides a summary of operational performance at December 2025. FWH has not purchased any new properties, therefore performance is based on housing management. FWH's overall performance is reasonable, although void times continue to be an issue and repairs performance is below target. The Company continues to provide a good housing service to residents and rent collection performance is strong.

4.2 FWH has achieved full health and safety compliance in the relevant areas, except for a few outstanding electrical safety certificates. The legal process to gain access to carry out continues to be followed for each outstanding certificate; however, it is not possible to force entry to properties that refuse access, as is the case with gas certificates.

Table One – Key Performance Indicators

Indicator	Target	Performance at January 2025 (YTD)	Performance at December 2025 (YTD)	Trend
Minor void re-let times	35 days	243 days	154 days	↑
Major void re-let times	72 days	246 days	171 days	↑
Rent collection	98.50%	92.9%	93.75%	↑
Emergency repairs completed within 24 hours	100%	100%	100%	↔
Urgent repairs completed within 7 days	95%	99%	99%	↔
Routine repairs completed within 28 days	95%	89%	90%	↑

*\*Data does not include void properties*

## 5.0 Progress in Implementing 2025/26 Business Plan

5.1 In March 2025, the 2025/26 FWH Business Plan was approved. The plan outlined the following as the Company's medium- to long-term objectives:

- Delivering safe and sustainable homes
- Increasing the supply of affordable housing in the borough
- Running a viable business
- Providing a consistently good housing service

5.2 The following summarises each of the priorities and reports on progress against these.

### 5.3 Delivering safe and sustainable homes

5.3.1. FWH manages its health and safety compliance arrangements through its Service Level Agreement with Brent Housing Service. Brent's Housing Management Service (HMS) use the True Compliance system for long-term monitoring and reporting of compliance across all areas. FWH will continue to monitor health and safety compliance with bi-annual reporting to the Board.

5.3.2. The Housing Companies are focussed on ensuring that our housing stock not only meets current safety standards but also aligns with future sustainability goals. Addressing disrepair is a key priority, and we have taken proactive measures to identify and rectify potential issues early on. This approach is critical in safeguarding the health and wellbeing of our tenants.

5.3.3. Furthermore, FWH have developed an asset management strategy. A significant focus of this strategy is improving the energy performance of our housing stock, with the goal of bringing all properties up to a minimum EPC C rating, to achieve the government's 2030 target. This initiative is essential for both maintaining the value and quality of assets and supporting broader sustainability objectives and is expected to bring health and financial benefits to tenants.

### 5.4 Increasing the supply of affordable housing in the borough

5.4.1. FWH is one of several funding and delivery routes the Council has to increase the amount of affordable housing in the borough. FWH remains available as an RP to support the Council's affordable housing aspirations.

### 5.5 Running a Viable Business

5.5.1. The FWH Business Plan monitors and assures the ongoing financial viability of the Company. The key operational issue for FWH continues to be high void times.

5.5.2 Although void performance remains outside target, the reduction in major void turnaround time indicates performance is on the correct trajectory. A sustained and collective effort will be required to clear any legacy voids and bring overall void times closer to target. Officers are confident that positive change is underway and the Board will continue to monitor progress closely.

5.5.3 Another key concern for FWH is value for money. A value for money strategy for FWH was approved by the Board in October 2024 and will continue to be implemented during the 2026-27 financial year.

### 5.6 Providing a consistently good housing service

5.6.1. FWH is committed to improving tenant satisfaction. Unfortunately, the latest results are currently below the London 4th quartile, which is a significant concern. This performance does not meet the expected standards and highlights the urgent need for improvement in this area. To address these issues, FWH is implementing an improvement plan in collaboration with the Quality Assurance and Standards Manager. This plan focuses on making tangible changes to enhance tenant experiences. Regular monitoring and collaborative efforts are key components of this strategy.

## **6.0 2026/27 Business Plan**

6.1 Appendix 1 contains a final draft of the Company's 2026/27 Business Plan. Cabinet is asked to approve the business plan.

6.2 The 2026/27 Business Plan outlines the Company's strategic priorities for the year. Priorities for 2026/27 are set out within the framework of the medium to long-term objectives of Brent's Housing Companies. These objectives are:

- Providing a consistently good housing service.
- Delivering safe and sustainable homes.
- Running a viable business; and
- Increasing the supply of affordable housing in the borough

### **6.3 Providing a Consistently Good Housing Service**

6.3.1. This objective relates to improving tenant satisfaction and ensuring tenants are able to afford their rent and sustain their tenancies. In order to provide an effective and consistent housing service, FWH will continue to review responses to the Regulator's tenant satisfaction measures, seek to improve its oversight of complaints handling, and continue to actively engage with its tenants on financial inclusion and affordability. The 2026-27 strategic priorities for this objective are:

- Priority 1: Prioritise tenant voice
- Priority 2: Improve income collection performance

### **6.4 Delivering Safe and Sustainable Homes**

6.4.1. This objective involves ensuring that FWH's homes are of a good quality, safe, legally compliant, and environmentally sustainable. In 2026-27, the Company's focus will be on further embedding improved practices in the areas of compliance, disrepair and asset management & energy efficiency. This will include meeting all requirements of the Building Safety Act and carrying out additional work on modelling & planning for future property management and decarbonisation works. The 2026-27 strategic priorities that relate to this objective are:

- Priority 3: Implement asset management & decarbonisation strategy
- Priority 4: Maintain health and safety compliance

## 6.5 Running a Viable Business

6.5.1. This objective relates to improving the operational and financial performance of FWH in order to remain financially viable and thus continue to bring benefits to the Council. The Company's focus for 2026-27 will be on reducing costs and strengthening financial performance, with a particular focus on voids performance and financial controls with a focus on benchmarking against the council and similar sized organisations with an aim of getting performance in line with the upper quartile. The 2026-27 strategic priorities that relate to this objective are:

- Priority 5: Continue to drive improvements around voids performance
- Priority 6: Improve rent collection
- Priority 7: Explore financial contributions

## 6.6 Increasing the Supply of Affordable Housing in the Borough

6.6.1. As a registered provider (RP), FWH remains available for any opportunities that supports the Council's affordable housing targets. Given its status as an RP, FWH is able to act in ways the Council cannot, for example letting properties at market and affordable rates, and accessing certain grants. The Company's focus will be to continue identifying and appraising block acquisitions, new build purchases and engage the Council on the future of the company through the implementation of housing programmes such as GLA grant schemes. The strategic priorities for this objective in 2026-27 are:

- Priority 8: Identify and appraise potential acquisitions
- Priority 9: Pilot the provision of Supported Exempt Accommodation (SEA)
- Priority 10: Continue to seek the best strategy to ease Council pressures and deliver unique opportunities

## 7.0 **2026-27 Service Level Agreement**

7.1 FWH has worked with service area leads to review and update its Service Level Agreement (SLA) with the Council for the provision of services including operational and financial support, legal and internal audit services, and all housing management services. Following feedback from the Guarantor, FWH will explore introducing financial penalties for underperformance against agreed KPI's. The detailed arrangements are currently being developed by the Board, Legal, and relevant SLA leads, with the intention of implementing the new provisions by Q2 of 2026/27.

7.2 The schedule is contained in Appendix 4. This outlines the services provided to FWH, service standards, and management costs. The SLA will run throughout 2026/27 and will be reviewed again for 2027/28. All costs and service standards have been agreed between the relevant Council heads of service and FWH.

7.3 Cabinet is asked to approve the updated SLA and to agree delegated authority for the Corporate Director of Finance and Resources to agree the terms for enforcing key performance indicators within the relevant SLAs, enabling the i4B/FWH Board to implement the changes.

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

8.1 N/A

## **9.0 Financial Considerations**

9.1 The detailed financial implications are set out in the business plan. These include the key assumptions used.

9.2 Over the year, inflation has risen from 1.7% in 2024 to 3.8% in September 2025 which impacts costs and income. Rental increase caps are at the standard policy of CPI + 1% at September 2025 and the LHA rate has remained the same as 2025/26 as there has been no increase agreed by the government.

9.3 In summary, rental income has increased over the life of the business plan, expenditure has decreased than previously forecasted which has increased revenue surpluses over the life of the plan. The cash position of FWH remains positive throughout the plan with a higher balance than previously forecast.

## **10.0 Legal Considerations**

10.1 FWH is a wholly owned local authority company, controlled by the Council, established in order to support the Council's homelessness agenda, by owning and managing housing stock previously held by Brent Housing Partnership. FWH is a company limited by guarantee.

10.2 The adoption of the proposed Business Plan is a matter reserved to the Council as the sole Guarantor in FWH and the intention is to seek Cabinet approval on 9<sup>h</sup> March 2026. In addition to being a local authority company, FWH is a registered provider subject to regulation by the Social Housing Regulator.

10.3 Local Housing Allowance rates (LHA) apply to private rented sector rather than to the social housing sector. FWH needs to ensure that the levels of "eligible rent" charged by FWH do not fall outside the scope of the statutory Rent Standard set by the Social Housing Regulator, for properties let from April 2020. This is not necessary if the relevant property is exempt from the Rent Standard.

10.4 Wholly-owned local authority companies such as FWH, established and solely owned by a Council Parent, will be regarded as "contracting authorities" in their

own right, for the purposes of the Procurement Act 2023. This means that unless relevant Procurement Act 2023 exemptions apply any services or works that FWH commissions from another organisation will have to be competitively tendered on the open market if the total value is above the relevant Procurement Act 2023 threshold.

- 10.5 The Building Safety Act 2022, sets out a number of provisions which requires FWH as a Landlord to comply with various safety standards to its buildings. In order to comply with the Building Safety Act, FWH has to give consideration to who will act as the Principal Accountable Person (“PAP”). The PAP will have a range of legal duties to ensure buildings are safe from a fire and building safety perspective. These duties cannot be delegated to others, but the PAP may employ a managing agent to carry out some or all of those duties on behalf of the PAP.
- 10.6 As a landlord, FWH is under a statutory obligation to carry out repair works in respect of properties it lets out to its assured tenants. Under section 11 of the Landlord and Tenant Act 1985, it has a duty to keep in repair and proper working order the structure and the exterior of the residential properties it owns as well as certain installations for the supply of water, gas, and electricity.
- 10.7 The Social Housing Regulation Act 2023 lays foundations for changes to how social housing is managed. It includes increased regulation of social landlords and new rules for protecting tenants from serious hazards in their homes. There are a number of provisions to enhance the powers of both tenants and the Regulator of Social Housing.
- 10.8 The effect of the Fire Safety Act 2021 is to require fire risk assessments of buildings with two or more sets of domestic premises to be updated to take account of structure, external walls and doors, if they have not already done so - the Fire Safety Act 2021 amends The Regulatory Reform (Fire Safety) Order 2005 to bring this into effect. Failure to comply with fire safety regulations can lead to enforcement action against FWH by the London Fire Brigade.
- 10.9 The Fire Safety (England) Regulations 2022, which implement most of the Grenfell Tower Inquiry recommendations, requires ‘responsible persons’ of mid and high-rise blocks of flats to provide information to fire and rescue services to “assist them with operational planning and provide additional safety measures”. All multi-occupied residential buildings, residents should now be provided with fire safety instructions and information on fire doors.
- 10.8 FWH housing has properties that are let out on Assured and also Assured Shorthold Tenancies. In relation to Assured Shorthold Tenancies The Renters’ Rights Act, effective from May 1, 2026, abolishes Fixed-term Tenancies and standardises periodic tenancies. Alongside this, it introduces new rules on possession, notice periods, and rent increases.

## **11.0 Equity, Diversity & Inclusion (EDI) Considerations**

11.1 N/A

## **12.0 Climate Change and Environmental Considerations**

12.1 N/A

**13.0 Human Resources/Property Considerations (if appropriate)**

13.1 N/A

**14.0 Communication Considerations**

14.1 N/A

**Report sign off:**

***Rachel Crossley***

Corporate Director of Service Reform and Strategy

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# **First Wave Housing Limited**



## **2026/27 Business Plan**

# First Wave Housing Ltd 2026-27 Business Plan

## 1. Introduction

- 1.1. First Wave Housing Limited (FWH; the Company), is a local authority owned company of the London Borough of Brent (the Council) and is limited by guarantee.
- 1.2. FWH is a registered provider of social housing (RP). The Regulatory Framework for Social Housing in England governs registered social housing providers. The Framework includes a code of practice, guidelines for rent setting, accounting practices and disposals.
- 1.3. The Business Plan outlines how the Company plans to improve the quality of its stock, grow, and increase its contribution to the Council's ambition of creating a borough with 'Prosperity and Stability in Brent: Safe, Secure and Decent Housing'.
- 1.4. The Business Plan takes the following format:
  - 2.0 Purpose of the Company
  - 3.0 Progress against the Company's 2025-26 Business Plan
  - 4.0 Context for 2025-26 Business Plan
  - 5.0 Strategic Priorities for 2025-26
  - 6.0 Appendices
    - A1 Financial Implications of Proposals
      - A1a 30 Year Profit and Loss Account
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    - A2 Risk Register
    - A3 Progress on 2025-26 Business Plan Priorities
    - A4 2026-27 Business Plan Priorities
    - A5 2026-27 Service Level Agreement



## **2. Purpose of the Company**

### *2.1. Purpose of the Company*

2.2. FWH's primary purpose is to provide good quality, affordable, secure, and well-managed homes to Brent residents as well as to contribute to Brent's Housing Strategy. It does this by managing, maintaining and improving its stock of 216 rental properties.

2.3. As a registered social landlord, FWH will aim to increase the size of its portfolio if this is appropriate to the Council's housing aspirations; for example, where this supports the Council's social housing strategy and expands the Council's affordable housing offer.

### *2.4. Stock Breakdown*

2.5. FWH owns and manages 216 properties. Of these properties, 166 are settled homes, 45 are market rented and 5 are general needs. The annual projected rent figure for 2026/27 is £3,713.360.

2.6. General Needs – These tenancies are Assured Shorthold Tenancy Agreements with rents protected at social rent levels, which are below 50% of market rent. FWH has five new build social rented houses.

2.7. Settled Homes – These properties were purchased with grant funding providing the tenants with protected rights including the right to buy their home. Settled homes are a form of long-term temporary accommodation and are let on assured shorthold tenancies.

2.8. Market rents – When market rented properties become void, they are relet at the Local Housing Allowance (LHA) to households through a nomination agreement between the Council and FWH. This agreement supports the Council's homelessness reduction agenda. FWH has 45 one-bedroom market rent properties.

2.9. FWH also owns one commercial unit.

### 3. Summary of 2025- 26 Operational performance

- 3.1. This section provides a review of the operational performance for 2025/26. It outlines delivery against agreed objectives and Key Performance Indicators (KPIs), evaluates service effectiveness, and assesses compliance with strategic priorities and governance standards. The summary focuses on and identifies areas requiring continued focus to support organisational resilience and long-term objectives.
- 3.2. Table one provides a summary of operational performance at December 2025

Table one: Summary of performance.

Indicator	Target	Performance at January 2025 (YTD)	Performance at December 2025 (YTD)	Trend
Minor void re-let times	35 days	243 days	154 days	↑
Major void re-let times	72 days	246 days	171 days	↑
Rent collection	98.50%	92.9%	93.75%	↑
Emergency repairs completed within 24 hours	100%	100%	100%	↔
Urgent repairs completed within 7 days	95%	99%	99%	↔
Routine repairs completed within 28 days	95%	89%	90%	↑

- 3.3. FWH has not purchased any new properties during 2025-26; therefore, performance is based on housing management. During 2025/26, FWH sustained performance on, repairs responsiveness, and made plans to expand its service to include Supported Exempt Accommodation. However, void turnaround times and rent collection remain below target.

- 3.4 To address these challenges, the Board approved funding for a third Housing Companies Tenant Services Manager (HCTSM), reducing patch sizes from 380 to 250 properties. Recruitment was completed in summer 2025, but long-term sickness and staff turnover delayed full implementation. Smaller patches will enable proactive management of voids and arrears and strengthen tenant relationships.
- 3.5 FWH officers continue to chair weekly void meetings to monitor each property at the various stages of the void process. This method was implemented to ensure all teams are held accountable for any delays in the turnaround time, with clear expectations set out via the Service Level Agreement (SLA).
- 3.6 Year-to-date rent collection for FWH is 93.75% falls well below the target of 98.5%. To address this, an income collection improvement plan has been put together by the Housing Management Service, and work on its implementation will carry on into 2026/27.
- 3.7 FWH is working to improve tenant satisfaction and monitors this regularly. The latest TSM results show a significant decrease in overall satisfaction across the portfolio, which stands well below the 2024-25 London average. The Board has placed strong emphasis on improving customer experience, which will be central to the 2026–27 priorities.
- 3.8 In May 2025, the Council made a self-referral to the Regulator of Social Housing due to concerns regarding the management of actions following Fire Risk Assessments (FRAs). Specifically, it was identified actions were not being consistently closed or completed within the Council’s compliance management system, True Compliance. As a result of these issues, the Council received a C3 rating under the Safety and Quality Standard. Despite this, Health and safety compliance remains strong. The legal process to gain access to carry out works continues to be followed for each outstanding certificate; however, it is not possible to force entry to properties that refuse access, unlike the legal position with gas certificates.
- 3.9 The FWH Board has requested stronger budgetary controls. In response, officers, in collaboration with finance colleagues, have initiated a review of budget holders and cost centres ahead of the new financial year. These changes aim to enhance ownership and accountability in high-spend areas and ensure that budget holders remain aware of the impact their expenditure has on the overall viability of the Business Plan.

#### **4. Context for 2026-27 Business Plan**

- 4.1 This section outlines the various contextual factors that have influenced the FWH Business Plan and how they impact the Company. These include, but are not limited to:

- Current economic context.
- Government policies
- The housing market & current acquisition strategy.
- Current demand and housing need within Brent
- The regulatory environment.
- Energy efficiency; and
- The key risks the Company currently faces.

4.2 These factors have influenced the proposals outlined in Section 5.

#### 4.3 ***Current Economic Context***

4.3.1 CPI was 3.8%<sup>1</sup> in Q4 of 2025, and according to the Office of Budget Responsibility's 2026-27 forecast, inflation is expected to ease gradually over the financial year. This will have implications for operating costs and tenants' disposable income. and is expected to remain steady in Q1 2026.

4.3.2 The recent government decision to abolish the two-child- benefit cap from April 2026<sup>1</sup> is expected to improve household finances for many tenants, increasing Universal Credit payments for larger families. However, despite easing inflation, the cost-of-living crisis persists, with energy and food prices remaining elevated. While benefit cap reform offers some relief, proactive tenant engagement and support will remain fundamental.

#### 4.4 ***Government Policies***

4.4.1 Government policies continue to shape the operating environment for FWH, particularly in relation to rent regulation, building safety requirements, and welfare reform. Although FWH does not currently borrow or undertake new acquisitions, changes in national policy still influence the company's operating costs, compliance obligations, and long-term financial planning. The interest-rate cuts announced in December 2025 may help stabilise wider market conditions, but the most significant impacts for FWH will continue to come from regulatory changes affecting income, asset management, and service delivery. The company will monitor these developments closely and assess their implications for future strategy and risk management.

#### 4.5 ***The Housing Market & Current Acquisition Strategy***

4.5.1 During 2025/26, property prices and demand within Brent remained high. It is anticipated that it could take until 2027 for house prices to recover to 2022 peak levels. The property market was reviewed regularly throughout 2025-26, for any opportunities for FWH and the company will continue to explore viable acquisition opportunities in 2026/27.

#### 4.6 ***Current Demand and Housing Need within Brent***

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<sup>1</sup> [Inflation in the UK: Economic indicators - House of Commons Library](#)

4.6.1 FWH continues to support the Council in housing homeless applicants amid severe demand pressures. Homeless approaches in the borough remain high, with over 8,800 recorded in 2025 and an estimated 3000 owed a housing duty. Temporary Accommodation (TA) remains a significant financial burden for the council with a significant overspend on Temporary Accommodation (TA) being driven by the lack of private-rented sector (PRS) properties available. The difficulty of finding TA has meant that local authorities are housing a growing number of their most vulnerable residents outside the capital, in some cases away from vital services and support networks.

#### 4.7 ***The Regulatory Environment***

4.7.1 The regulatory environment in which FWH operates is set by the Regulator of Social Housing. Like all Registered Providers we are now working with new legislation such as the Building Safety Act and Consumer Standards.

4.7.2 Tenant Satisfaction Measures, introduced in April 2023, are now fully embedded, and the Specialist Accommodation Service Manager provides bi-annual reports to Board to monitor performance and drive improvements in tenant experience.

4.7.3 Awaab's Law<sup>2</sup>, which came into effect in October 2025, has introduced strict timeframes for addressing damp and mould hazards, requiring investigation within 24 hours and remedial works to commence within 5 days. These requirements will expand further in late 2026 to cover additional hazards such as excess cold, electrical safety, and fire risks, with full implementation expected by 2027.

4.7.4 Recent changes under the Building Safety Act have strengthened requirements for resident engagement strategies, golden thread documentation, and competence standards for all social landlords. FWH will ensure property data remains accurate, accessible, and compliant with new reporting expectation

4.7.5 Looking ahead, the regulatory landscape will become even more specific with forthcoming changes to the Decent Homes Standard, enhanced electrical safety requirements, and phased implementation of the Renters' Rights Act, which is expected to extend to social housing by 2027.

#### 4.8 ***Energy Efficiency***

4.8.1 In September 2025, the FWH Board approved a Decarbonisation Strategy, setting out the Company's approach to improving energy efficiency and reducing carbon emissions across its housing stock balancing financial viability with regulatory compliance. The forecast expenditure for FWH is significant at some £192,000, over four years.

4.8.2 FWH is in a relatively strong position regarding the condition of its housing stock, with a significant portion of the companies' portfolios already achieving an EPC rating of C or higher. However, some properties still require upgrades to meet both EPC and Decent Homes standards.

4.8.3 Granville New Homes, located in Kilburn, requires extensive remediation to meet current Building Safety standards. The scale and nature of the works represent a significant financial pressure for FWH. During 2026/27, FWH officers will work closely with the Council and finance colleagues to determine a robust funding strategy for the remediation programme, ensuring that the approach is financially sustainable and prioritised appropriately.

#### 4.9 ***Risk Context***

4.9.1 The Company currently faces a number of risks. Key risks include:

- High void rent loss due to long void turnaround times
- Rental affordability and collection
- High Capital Programme costs, including future climate change expenditure, which risk undermining the viability of the business plan.
- Financial monitoring
- Cyber Security

4.9.2 Mitigating measures are in place to help to minimise the impact of all risks, with some risk scores being likely to reduce. A copy of the full Company risk register has been included in Appendix 2.

### **5.. Strategic Priorities for 2026-27**

5.1 In 2026-27, FWH will seek to improve tenant satisfaction, address some long-standing management problems, and to increase its stock by finding new ways to exploit development opportunities in the borough. Priorities for the year are set out within the framework of the company's medium- to long-term objectives.

- Providing a consistently good housing service.
- Delivering safe and sustainable homes.
- Running a viable business; and
- Increasing the supply of affordable housing in the borough.

5.1.1 Looking ahead to 2026/27, i4B will implement a more rigorous approach to SLA management, including enhanced KPI scrutiny, monthly reporting, and targeted intervention where standards fall short. This strengthened framework will support the Board's expectation of improved operational performance and will ensure the company secures value for money from all contracted services

#### **5.2 *Providing a Consistently Good Housing Service***

5.2.1 This objective relates to improving tenant satisfaction and ensuring tenants are able to afford their rent and sustain their tenancies and providing an effective and housing management service overall. FWH will continue to review responses to the Regulator's tenant satisfaction measures, seek to improve its engagement with tenants including oversight of complaints handling, and continue to actively support tenants with financial inclusion and affordability. The 2026-27 strategic priorities for this objective are:

### 5.2.2 Priority 1: Prioritise Tenant Voice

In 2026/27, FWH is committed to improving resident satisfaction by ensuring that tenants are at the centre of service delivery and have meaningful opportunities to influence how services are shaped. As an initial step, Housing Management will develop and distribute a quarterly newsletter to improve communication, share key updates, and encourage greater resident engagement. The company will also consider its use of artificial intelligence (AI) to provide prompt responses and keep residents engaged and up to date.

### 5.3 Priority 2: Improve income collection performance

5.3.1 FWH will take a more proactive role in driving improvements. This will include working with Housing Management to identify where current approaches are not delivering the expected outcomes and agreeing targeted changes to strengthen rent collection and arrears recovery performance.

5.3.2 The Tenant Services Managers will adopt a more intervention focussed approach for households with arrears. This will involve early engagement, tailored budgeting and income maximisation support, and the use of structured action plans to help residents stabilise their rent accounts.

### 5.4 ***Delivering Safe and Sustainable Homes***

5.4.1 This objective involves ensuring FWH's homes are of a good quality, safe, legally compliant, and environmentally sustainable. In 2026-27, the Company's focus will be on further embedding improved practices in the areas of compliance, disrepair, asset management and energy efficiency. This will include meeting all requirements of the Building Safety Act and carrying out additional work on modelling & planning for future property management and decarbonisation works. The 2026-27 strategic priorities that relate to this objective are:

#### 5.4.2 Priority 3: Implement asset management & decarbonisation strategy

5.4.3 During 2026-27, FWH will begin implementing the strategy, ensuring works are scheduled and resourced effectively. This will include prioritising actions that maintain stock in good condition and deliver improvements to meet target Energy Performance Certificate (EPC) levels.

#### 5.4.4 Priority 4: Maintain health and safety compliance

5.4.5 Key areas of health and safety compliance will continue to be reported to the Board through the monthly performance scorecard as well as full bi-annual reports, covering all compliance streams, from i4B Officers. Following the introduction of Awaab's Law,

i4B will ensure damp and mould issues are resolved within statutory timeframes and prepare for future phases covering additional hazards.

- 5.4.6 Brent Council's recent C3 rating, highlighted serious failings in meeting the outcomes of consumer standards. While none of the findings related directly to FWH stock, the judgement reinforces the importance of strong assurance and accurate data across the wider housing system. FWH will strengthen record-keeping, improve data reconciliation, and align with the Council's improvement plan to maintain full compliance across fire safety, asbestos, water safety, and other key areas.

## **5.5 *Running a Viable Business***

- 5.5.1 This objective relates to improving the operational and financial performance of FWH in order to remain financially viable and thus continue to bring benefits to the Council. The Company's focus for 2026-27 will be on reducing costs and strengthening financial performance, with a particular focus on voids performance and financial controls with a focus on benchmarking against the council and similar sized organisations with an aim of getting performance in line with the upper quartile. The 2026-27 strategic priorities that relate to this objective are:

### 5.5.2 Priority 5: Continue to drive improvements around voids performance

- 5.5.3 Voids remain a key operational priority for FWH. Over the next year, the company will focus on reducing turnaround times, beginning with a targeted focus on minor voids, where quicker improvements are anticipated due to level of works required. Performance will be subject to rigorous monitoring by officers and the Board, with additional actions introduced where delays or inconsistencies are identified across the portfolio.

- 5.5.4 FWH will implement process improvements and explore innovative approaches to minimise void periods, including enhanced contractor management. The aim is to embed sustainable practices that maintain low void times and maximise rental income.

### 5.5.6 Priority 6: Improve rent collection

- 5.5.7 Housing Management Services have implemented an action plan to address poor rent collection and work on this will continue into 2026-27. Immediate actions include targeted support for households with persistent arrears and referrals to employment and financial inclusion services where needed. The FWH board will assess progress and take further action if this is not satisfactory.

### 5.5.8 Priority 7: Explore financial contributions

- 5.5.9 FWH will review opportunities to leverage additional financial contributions to increase and accelerate housing supply. This will include exploring collaboration with other organisations and reviewing the current structures for the companies to ensure financial headroom is optimised while maintaining an acceptable risk profile.

## **5.6 Increasing the Supply of Affordable Housing in the Borough**

- 5.6.1 As a registered provider (RP), FWH remains available for any opportunities that supports the Council's affordable housing targets. Given its status as an RP, FWH can act in ways the Council cannot, for example letting properties at market and affordable rates. The strategic priorities for this objective in 2026-27 are:
- 5.6.2 Priority 8: Identify and appraise potential acquisitions
- 5.6.3 FWH will continue identifying and appraising block acquisitions, new build purchases and engage the Council on the future of the company through the implementation of housing programmes such as GLA grant schemes. In particular, we will be working with council colleagues on the scope of bidding for funding from a government low interest loan scheme, announced in January 2026, which is only open to registered providers.
- 5.6.4 Priority 9: Pilot the provision of Supported Exempt Accommodation (SEA)
- 5.6.5 FWH have been presented with the opportunity to become a provider of SEA. This proposal aligns with the Council's priority to increase the supply of affordable housing in the Borough. SEA presents a diversification from the Companies current housing offer, moving beyond the client groups historically housed by FWH, while representing the first expansion of the housing portfolio since its inception. Subject to financial viability, a pilot will be commissioned in 2026/27.
- 5.6.6 Priority 10: Continue to seek the best strategy to ease Council pressures and deliver unique opportunities
- 5.6.7 Given current challenges with the usage and associated costs of Temporary Accommodation within the Council group, i4B and FWH have begun discussions with the Council as its Shareholder on what more the company can do to contribute to alleviating these pressures. Discussions will be progressed during 2026-27 in order to agree the best approach to meet the housing objectives of the wider Council group, taking a holistic approach with the aim of increasing housing supply at scale without compromising the future viability of the companies.
- 5.6.8 This will include the shared risk appetite of the Council and the company in line with the company strategy. The FWH Board is open to inventive solutions to meet the aims of the Council's housing strategy and concrete plans will be agreed during the year.

## **7.0 Looking Forward**

As FWH works to deliver on its strategic priorities for 2026/27, the company will also explore opportunities for growth and innovation in future years. Areas for consideration include:

- Exploring joint ownership models between i4B and Brent.
- Assessing the viability of expanding into the Home Counties portfolio.
- Developing small-scale projects with local companies and builders.
- Understanding and unlocking opportunities from empty properties.

FWH will begin to assess how best to progress these areas of opportunity, including evaluating the financial and operational implications of expanding the company's remit, as well as determining the level of additional resources required to support delivery. This will ensure that any future development is evidence-based, financially sustainable, and aligned with FWH's long-term strategic objectives.

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FWH Risk Register		Pre-mitigation score										Post-mitigation score							
Strategic objective	Strategic Risk	Ref	Risk	Level of control	Recent developments	Likelihood	Impact	Score	Trend	Mitigating action	Owner (FWH)	Owner (SLA)	Timescale	Action status and update	Likelihood	Impact	Score		
Delivering safe and sustainable homes	FWH does not meet health & safety requirements - risk of injury or death to tenants, damage to property, financial and reputational damage	1	Non-compliance with statutory obligations due to incomplete or inaccurate H&S certification and data	Significant control through SLA	In May 2025 the Council self-referred to the regulator following concerns that compliance actions for FRA, WSA, Asbestos had been closed down without supporting evidence and subsequently received a C3 rating. In response to this Property Services has full compliance. Timelines for recovery, Review of True Compliance by May 2026, Achieve 'C2' grade by September 2027 and 'C1' grade by September 2029.	4	5	20	↔	The Council have initiated a Building Safety Compliance Project to ensure that identified remedial actions are completed, and have set a roadmap for full compliance. Timelines for recovery, Review of True Compliance by May 2026, Achieve 'C2' grade by September 2027 and 'C1' grade by September 2029.	Strategic Support Officer	Head of Property Services	May-26	Some unavoidable risk remains (for example due to non-access into properties) but as of next review actions will be to continue: ongoing monitoring of H&S compliance via scorecards; following up identified actions; and presenting a bi-annual report from the H&S/FWH team	2	5	10		
		2	Third party freeholders do not provide compliance information to FWH for communal areas in third party blocks, meaning FWH cannot verify that adequate compliance controls in place	Reliant on third party freeholders	Engagement continues to be challenging in this area and this is expected to continue to be the case	2	5	10	↔	Take forward strategy to delay payments for service charges etc. and engage with freeholders where information has not been provided	Strategy & Delivery Manager	n/a	Ongoing	Strategy is being progressed, but no significant outcomes reported to date	2	5	10		
		3	FWH is non-compliant with requirements of building safety regulations	Significant control both directly and through SLA	FWH has two blocks (Addis and Anoux Courts) requiring registration with and regular updates to the Regulator of Social Housing. Registration has been completed, all relevant information including Fire Risk Assessments is in place, and the latest quarterly survey to the Regulator was submitted in October 2024	1	5	5	↔	Continue compliance with requirements of Building Safety Act and other relevant legislation	Strategy & Delivery Manager	n/a	Ongoing	Current main requirement is a quarterly survey to the Regulator of Social Housing, which is carried out within deadlines each quarter	1	5	5		
Running a viable business	FWH does not manage its costs and performance well - risk of financial and reputational damage, or inability to trade as a going concern	4	Poor rent collection performance due to unaffordability of rent for tenants, exacerbated by welfare reform and changes to the council tax support scheme	Significant control through SLA	Income collection continues to be challenging this financial year, an income collection improvement plan was presented to Board in October and the work to implement this will be closely monitored by Officers. The team have recently lost a HCTSM and recruitment is underway to fill the vacant post with a temp being onboarded to support until the post can be filled permanently	4	4	16	↔	Implement plans to improve rent collection rates. Monitor arrears trends linked to welfare reform and council tax changes. Develop tailored support pathways for at-risk tenants	Strategic Support Officer	Head of Housing & Neighbourhoods	Apr-26	HMS are building a new dashboard to monitor performance. Proposals for former tenant arrears collection are still being explored following a report to the July Board. The Council are currently developing a FTA collection policy which will be extended to the Housing Companies	3	3	9		
		5	High void turnaround times, costs and rent loss lead to financial losses for FWH	Significant control through SLA	Void turnaround times remain above target but improvements can be seen. Property Services recruited a new voids manager on a temporary basis who is supporting the delivery of the surveying function under the SLA. Property Services are still facing challenges with permanent recruitment and retention. Delays also persist at stage 3, linked to delays in receiving nominations from Housing Needs.	5	4	20	↔	Implement plans to reduce void turnaround times	Strategic Support Officer	Head of Property Services	Dec-25	Officers are reviewing options for delivering the surveying function as part of SLA renewals for 26/27, including the potential to move the role under the Strategy and Delivery Manager to improve oversight	3	3	9		
		6	Limited availability of surveyors contributes to delays in void turnaround times and increased rent loss	Significant control through SLA	A temporary surveying manager is now in post within Property Services and improvements have been seen to stage 2 void times. Further work still required to fill vacant posts with permanent staff	5	4	20	↔	Review and implement alternative delivery models for surveying services, including potential internal restructuring and external support options, to improve capacity and reduce delays.	Strategy & Delivery Manager	Head of Property Services	Apr-26	Officers will now work with Property Services to commission stock condition surveys and take any necessary works forward	3	3	9		
		7	High capital programme costs, including stock condition and energy efficiency expenditure, adversely affect the company business plan	Subject to market fluctuations, governmental requirements, availability of grants, etc.	Asset management and decarbonisation strategy approved by Board in September 2025. Strategic decisions to be taken on approach to planned / capital works	3	5	15	↔	Develop asset management and decarbonisation strategy	Strategy & Delivery Manager / Senior Finance Analyst	Head of Property Services	Apr-26	Regular reviews are in place with next full business plan review due in December	2	4	8		
		8	Substantial variations in inflation and interest rates compared to the business plan adversely affect financial performance and viability	No control over external environment, can exercise caution through business planning	September 2025 CPI (3.8%) will cap rent increases for 2026-27 at 4.8%, above the current CPI of 3.6%.	2	5	10	↔	Regularly monitor economic environment and financial performance, including biannual stress testing of business plan	Senior Finance Analyst	Head of Property Services	Dec-25		2	5	10		
		9	A cybersecurity incident results in a loss of income, data and/or reputational damage to the company and the Council and could cause disruption to council services which may impact residents	Reasonable internal control	Score increased to reflect Council position	4	4	16	↑	All staff and directors to follow guidelines on cybersecurity and GDPR. The Council have implemented a centralised alerting platform which supports greater security logging	All			Ongoing	All staff carry out annual awareness courses, regular improvements to Brent internal systems are made, and the council conducts regular phishing simulations to raise awareness of cyber risks	2	3	6	
		10	Fraud results in a loss of income and/or reputational damage to the company and the Council.	Significant internal control	Internal colleagues are supporting the companies in developing a tailored fraud risk assessment to strengthen controls and identify specific vulnerabilities	2	3	6	↔	Develop and implement tailored fraud risk assessment. Carry out annual review of governance and internal control	Strategic Support Officer			Completed	Scheme of delegation approved by Board; annual review of governance standards, including National Housing Federation Code of Governance carried out in July 2026	2	3	6	
		11	Changing inflation or Government policy on rents and benefits means FWH cannot increase rents at business plan assumptions	None other than link to Council lobbying role, can exercise caution through business planning	Recent change in Government, rent policy to be determined later in year but no increases assumed for coming years in business plan; rent increase policy looks to remain the same under the current Government	2	3	6	↔	Regularly monitor economic environment and Government policy, including biannual stress testing of business plan	Senior Finance Analyst			Jan-26	Next stress test to take place in January 2026	2	3	6	
		Providing a consistently good housing service	FWH's properties are not managed effectively - risk of tenant dissatisfaction, increase in complaints and reputational damage	12	FWH fails to meet the requirements of the Regulator's economic and consumer standards	Significant control through SLA	The most recent review of FWH's regulatory compliance was carried out in July 2025. No major concerns were identified.	3	3	9	↔	Annual review of compliance with standards	Strategic Support Officer		May-26	Regulatory compliance review completed in July 2025 and next review due in May 2026	2	3	6
				13	Poor service delivery gives rise to low tenant satisfaction	Significant control through SLA	FWH is required to meet all regulatory standards including the consumer standards. Current performance indicates FWH and Brent are below national and London benchmarks, a Council-wide piece of work will be underway over the coming months including a new Housing and Tenant Satisfaction Improvement Programme	3	3	9	↔	Regularly measure tenant satisfaction against performance, and develop and implement targeted improvement plans	Strategic Support Officer	Head of Housing & Neighbourhoods	Mar-26	Most recent results suggest there is significant work required to improve tenant satisfaction, including a focus on resolving long-standing issues at Lexington	2	3	6
				14	Poor complaints management procedures lead to low tenant satisfaction	Significant control through SLA	Also part of consumer standards, and separate complaints hierarchies have been set up on the system for the housing companies, with the first report to come to the December Board meeting	3	3	9	↔	Regularly measure complaints performance and tenant satisfaction, and develop and implement targeted improvement plans	Strategic Support Officer	Head of Housing & Neighbourhoods	Dec-25	Next update to Board in December 2025	2	3	6
15	Disrepair in properties leads to poor tenant satisfaction, reputational damage and an increase in costs through legal settlements.			Reasonable control through SLA	Disrepair cases have stabilised following a notable increase over the past 1-2 years. While the volume of new cases has levelled off, ongoing risks remain for FWH. These include tenants being advised not to allow access for remedial works, delays in general repairs, and the financial impact of settlement costs. A clear legal framework exists for managing disrepair cases, which continues to guide our approach	3	3	9	↔	Closely monitor, manage and report on disrepair cases	Strategic Support Officer			Ongoing	Monthly report has now been set up by Legal providing operational and financial updates on all FWH disrepair cases, which will be fed into performance reports and financial reports	2	3	6	

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**FWH 2024/25 Business Plan Priorities**

Housing Company Objective	Priority for 2025/26	Key Tasks for 2025/26	Task Owner	Due Date	RAG	December 2025 Update
Providing a Consistently Good Housing Service	1. Monitor results of new tenant satisfaction measures	Monitor the result of new tenant satisfaction measures and provide regular reporting on tenant satisfaction every 6 months	Housing Companies Operational Manager	Dec-25	On Track	The most recent tenant satisfaction report was presented at the November 2025 Board away day, showing an increase in overall satisfaction compared to the figures reported in July 2025. Across the portfolio, there were 45 responses, which represents a small sample size given the overall stock. Further work is needed to improve response rates and enhance tenant satisfaction on the whole. To support progress on Tenant Satisfaction Measures (TSMs), Housing Management will present a Housing and Tenant Satisfaction Improvement Programme at the December Board meeting.
Providing a Consistently Good Housing Service	2. Improve income collection performance	Monitor and improve income collection performance	Housing Companies Operational Manager	Dec-25	On Track	Rent collection continues to be monitored through monthly performance reports, and at the time of writing income collection was trending at 1.18% up on last year at 93.89% although still falling below the 98.58% collection target. To support improvement, HMS are implementing a new dashboard to monitor performance and will be providing the Board with more detailed analysis of performance and trends.
Providing a Consistently Good Housing Service	3. Monitor complaints using improved portal	Monitor complaints using new improved portal and implement regular reporting to the Board on complaints oversight	Housing Companies Operational Manager	Dec-25	On Track	The most recent review of complaints and TSMs was in May 25, with a further review due to be presented at the December 25 Board meeting.
Providing a Consistently Good Housing Service	4. Maintain regulatory compliance	Ensure compliance with the Regulator of Social Housing's consumer and economic standards, as well as the Housing Ombudsman's Complaint Handling Code	Strategy & Delivery Manager	Complete	Completed	Self-assessments against the Housing Ombudsman's Complaint Handling code are carried out yearly with the last one being carried out in December 25. Since the update to the policy last year, FWH remains compliant with the requirements of the code.
Delivering Safe and Sustainable Homes	5. Refine and implement asset management & decarbonisation strategy	Develop and implement asset management and decarbonisation strategy	Senior Finance Analyst & Head of Housing Property Services	Ongoing		The Asset Management Strategy was approved by the Board in September 2025. Following approval, FWH officers will now work with Property Services to carry out stock condition surveys on properties currently rated EPC D with no potential for improvement. Once the condition of the properties has been assessed, officers will use the strategy to plan and implement the necessary works.
		Develop and agree a stock rationalisation approach	Strategy & Delivery Manager & Senior Financial Analyst	Ongoing		Once the condition of the properties has been assessed through stock condition surveys, officers will have a better understanding of the approach to take eg: selling properties or applying for exemptions where possible.
		Explore grant funding opportunities for energy efficiency	Strategy & Delivery Manager	Ongoing		No current opportunities identified, but grant horizon scanning forms part of regular contact with Climate team (e.g. Social Housing Decarbonisation Fund)
Delivering Safe and Sustainable Homes	6. Improve the monitoring and management of disrepair	Continue to effectively monitor, manage and report on disrepair cases	Head of Housing Property Services & Strategic Support Officer	Ongoing		The Board continue to focus on disrepair and reporting on the current cases has increased to bi-monthly. Regular reports on all live and recently closed cases are now being received from Legal, with this information shared with finance colleagues to support accurate budget monitoring.
Delivering Safe and Sustainable Homes	7. Monitor and maintain health and safety compliance	Continue to monitor and report on health and safety compliance	Head of Housing Property Services & Strategic Support Officer	Ongoing		Following the referral to the Regulator, Property Services have placed a strong emphasis on compliance. Work is ongoing to ensure all recommended actions are fully implemented and closed. Additionally, the organisational structure within Property Services has been revised, and compliance managers with expertise in fire and electrical safety have been recruited to drive improvements.
Running a Viable Business	8. Monitor and carry out actions to improve voids performance	Review improvement actions on voids performance, monitor and carry out actions accordingly	Head of Housing Property Services & Strategic Support Officer	Dec-25	On Track	FWH officers continue to chair weekly voids meetings to monitor progress on each property. The Board requested separation of historic voids from recent voids to provide clearer data insights, with an agreed cut-off date of 1 August. There is evidence of improved void turnaround times, driven by these regular meetings and the continuity of surveying services currently provided by Property Services. Officers remain confident that further improvements will be achieved as the focus on reducing void turnaround times continues.
Running a Viable Business	9. Improve the management of housing and property costs through SLAs and contracts	Continue to monitor and manage costs through SLA agreements	Strategy & Delivery Manager & Senior Financial Analyst	Ongoing		Monthly SLA meetings continue to take place to monitor performance across all service areas. Budget monitoring reviews are currently underway to strengthen forecasting and expenditure control. 2026-27 SLA renewal discussions are currently in progress.
Increasing the Supply of Affordable Housing in the Borough	10. Develop proposed lease arrangement	Develop proposed lease agreement with the Council for Fulton Road	Strategy & Delivery Manager & Senior Financial Analyst	Mar-26	Completed	The decision to keep the Fulton Road development within the HRA was made in May 2025. This business plan priority will remain until the end of the 2025/26 financial year, but will have no further updates
Increasing the Supply of Affordable Housing in the Borough	11. Continue to seek the best strategy to ease Council pressures and deliver unique opportunities	To continue to seek ways in which FWH can alleviate the growing usage and associated costs of Temporary Accommodation within the council group	Strategy & Delivery Manager & Senior Financial Analyst	Ongoing		Future acquisitions are likely to mainly go via i4B, but potential opportunities for FWH will continue to be monitored and presented to Board on an ad-hoc basis.

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# First Wave Housing Limited and Brent Council Service Level Agreement

January 2026

## Document Master Sheet

Amendments to this document detailed below:

<b>Version</b>	<b>Date</b>	<b>Comments/ amendments</b>	<b>Approved by (FWH)</b>	<b>Approved by (Council)</b>
1	January 2024	SLA Agreed	X	X
2	January 2025	SLA Agreed	X	X
3	January 2026			



# **SERVICE LEVEL AGREEMENT SPECIFICATION**

## **1.0 Introduction to First Wave Housing Ltd**

- 1.1 This document outlines the specification for the 2026/27 SLA Agreement. Under the Service Level Agreement, Brent Council procure and directly deliver a number of services and provide a number of functions on behalf of FWH. In return for this, FWH pays the Council a management fee and reimburses pass through costs.
- 1.2 First Wave Housing Limited (FWH; the Company), formerly Brent Housing Partnership (BHP), is a local authority owned company of the London Borough of Brent (the Council), and is limited by guarantee.
- 1.3 FWH's primary purpose is to provide good quality, affordable, secure, and well managed homes to Brent residents and to contribute to Brent's Housing Strategy. It does this by managing, maintaining and improving its stock of 215 properties.
- 1.4 As a registered social landlord, FWH will aim to increase the size of its portfolio if this is appropriate to the Council's housing aspirations; for example, where this supports the Council's social housing strategy and expands the Council's affordable housing offer.

## **2.0 Overview of 2026/27 Service Level Agreement**

- 2.1 In 2017, FWH and Brent Council agreed a four-year Service Level Agreement (SLA). Under the SLA, the Council ("service provider") the Council provided a number of support services on behalf of FWH. The SLA has since been renewed for 2023/25, 2025/26 and 2025/26
- 2.2 This document presents the draft amended SLA for 2026/27, following changes to management arrangements across 2025/26. Service costs and standards have been agreed with service areas and have been updated. The agreement will run until April 2027. The specification outlines the services the Council will deliver on behalf of FWH, service descriptions, performance targets, service standards, lead officers, the fee structure and clarity of how the service scope can be reviewed during the lifetime of the Services Agreement. The specification is supported by the schedules in appendix 1.
- 2.3 Under the SLA, the Council will provide, directly or through contracts with external providers, three key service functions:
  - Corporate Services –support in areas such as business planning and business modelling, performance management, corporate governance, IT and IT systems, procurement, commercial legal advice, financial management, treasury management and payment systems.
  - Landlord Services – This includes housing management services such as rent collection, tenancy management, and estate services.
  - Asset Management Services – This includes property management services such as voids, repairs, and compliance work.
- 2.4 Performance under the SLA will be measured by achievement of the KPIs detailed in the SLA schedules and services meeting the performance standards detailed in Section 7.0 onwards.

2.5 The following section outlines the general principles of the SLA that all service areas must adhere to.

### **3.0 Governance Arrangements**

3.1 Overall responsibility for the management of the SLA resides with the Directors of FWH and with the Brent Council Chief Executive.

3.2 The management of the SLA will be carried out by a lead officer on the client side and a lead officer on the contract side. The lead Council officer will be named in the relevant schedules. Changes to the named officers will be notified to the Brent and FWH Lead officers in writing and documented in the minutes of the SLA management meetings.

3.3 Management meetings will take place on a monthly basis. Separate meetings will be held for Asset Management, Voids & Repairs, Housing Management, and Property. An action log will be recorded at each meeting and reported to Board on a monthly basis.

3.4 Monthly meetings will address the following areas.

- Operational performance;
- Review of KPIs and performance reports;
- Financial performance including monitoring forecasts against budget and appropriate remedial action as required;
- Annual budget and business planning;
- Annual performance and outturn reviews;
- Operational and service problem resolution as required; and
- Future meeting forward planning.

### **4.0 Reviewing and Amending the SLA**

4.1 The SLA will be annually reviewed by the Company and the Council. The Company and Service Area leads will meet between September and November of each year to agree services, service standards, KPIs, and costs.

4.2 An initial draft of the SLA will then be presented to the FWH Board as well as a Senior Council Officer. The FWH Board and the Council will then agree a final version of the SLA. The revised SLA agreement will then be implemented for the start of the financial year.

4.3 Any proposed amendments to the SLA will be raised in initial SLA renegotiation meetings between officers working on behalf of FWH and Council officers. Amendments to service standards and costs will have to be agreed by both FWH and the Council.

4.4 If FWH or the Service Provider wishes to amend the SLA outside of the annual review cycle, they will raise it at monthly performance meetings. If the proposal is agreeable, the amendment will be submitted to one FWH director for approval, as well as approval from the relevant Council Head of Service. The SLA will then be formally amended.

4.5 The Services Agreement, or elements of the SLA, can be ended at any time by mutual consent; however, a six month notice period is required should one party wish to end the agreement.

## **5.0 Dispute Resolution Procedure**

5.1 If FWH or the service provider has an issue, it will be raised, and where possible resolved, at monthly performance meetings. If the issue cannot be resolved it will be escalated to the lead Council and Client Officer.

5.2 If an issue still cannot be resolved, a failure case will be made to the Guarantor and a Guarantor decision will be made, this will then be communicated to the Council and FWH Board.

## **6.0 Sign Off**

Name: Andrew Hudson

Position: Chair

Signature:

Name: Minesh Patel

Position: Corporate Director, Finance and Resources

Signature:

## **CORPORATE SERVICES**

### **7.0 Corporate Services – Company Strategic & Corporate Support**

#### **7.1 Service Area and Responsible Officer**

7.1.1 Communications, Insight and innovation, Head of Change and Customer Insight

#### **7.2 Service Description**

7.2.1 The Service Provider shall provide the Board with operational support. This will include:

- Overseeing SLA partners to ensure effective operational performance;
- Clienting the SLA on behalf of the company and ensuring any issues with service delivery and ensuring action plans are developed and implemented in response to these;
- Providing strategic advice and guidance to company Boards on the operation and performance of the companies;
- Performance reporting;
- Ensuring that all operations of the Company comply with the necessary statutory and regulatory requirements;
- Facilitating the acquisition of information by board members;
- Communicating with the shareholder;
- Carrying out research and policy development work to support the work of the company;

#### *Payments*

- Making payments on behalf of FWH;
- Working with suppliers to ensure they are set up on financial systems
- Setting up purchase orders.
- Working with suppliers to ensure invoices are paid on time
- Paying invoices. All invoices will be scrutinised to ensure they are accurate. And;
- Any other duties to coordinate and support the work of the company.

#### **7.3 Service Standard**

7.3.1 The Service Provider will be required to meet the following service standards:

- Providing monthly performance reports;
- Providing an annual performance review;
- Providing returns to external organisations within statutory timescales; and
- Ensuring 100% of complaints, FOIs, SARs, etc. are responded to within statutory timescales

#### *Payments*

- All invoices paid within 30 days;
- All purchase orders and invoices approved by FWH;
- Payments are logged on financial systems;

- All payments are reviewed to ensure they are accurate; and

#### 7.4 Annual Cost

7.4.1 The annual cost for this service is £104,290.20 (£86,195.20 + £18,095).

### **8.0 Corporate Services – Financial Services**

#### 8.1 Service Area and Responsible Officer

8.1.1 Finance Department, Head of Finance for Housing Companies

#### 8.2 Service Description

8.2.1 The Service Provider shall provide the board with financial and business plan support and financial management services. This will include:

- Financial reports to the Board;
- Providing an analysis of financial performance against business plan assumptions;
- Managing the Company's accounts;
- Providing advice to the Company as requested;
- Inputting and management of the Company's financial management systems including Oracle;
- Invoicing and payments to sub-contractors;
- Management and reconciliation of payments to the Company including the 4 weekly electronic payment of rent and other items to the Company's account from housing management contractors;
- Treasury Management;
- Developing and amending the Service Provider's/companies' business model; and
- Administering the loan agreement.

#### 8.3 Service Standard

8.3.1 The Service Provider will be required to meet the following service standards:

- Adhering to all accounting deadlines;
- Ensuring all sub-contractors are invoiced and paid within specified deadlines;
- Monthly financial reports to be provided to the board;
- Providing financial support for annual business planning;
- Annual review of the Company's financial model; and
- Monthly rent reconciliations.

#### 8.4 Annual Cost

8.4.1 The annual cost for this service is £154,297.15.

### **9.0 Corporate Services – Commercial Legal Support**

#### 9.1 Service Area and Responsible Officer

9.1.1 Legal Services, Director of Law

## 9.2 Service Description

9.2.1 The Service Provider shall provide the board with legal advice and support in relation to a range of company and commercial matters. This will include: legal advice in relation to the procurement and preparation of service contracts for the company; the preparation of legal documentation and procedures for the company; advice and assistance in relation to any joint arrangements or merger proposals including all necessary due diligence.

## 9.3 Service Standards

9.3.1 The Service Provider will be required to meet the following service standards:

- Provide advice by agreed deadlines.

## 9.4 Annual Cost

9.4.1 The annual cost for this service area is £17,023.20

## **10.0 Corporate Services – Insurance**

### 10.1 Service Area and Responsible Officer

10.1.1 Organisational Assurance and Resilience, Insurance Manager

### 10.2 Service Description

10.2.1 The service provider will administer the company's insurance requirements including property, directors, public liability and any others such as professional indemnity, vehicle and employee liability as required.

10.2.2 The service provider will insure all properties purchased by the company on the same day of purchase and renew insurances on an annual basis unless informed not to do so. The service provider will inform the Board of insurance costs and manage claims on behalf of the company. The service provider shall renew other insurances required by the company and directors as required to protect the company, employees, directors, customers and public.

### 10.3 Service Standard

10.3.1 The Service Provider will be required to meet the following service standards:

- All properties purchased by the company will be insured on the day of purchase;
- Insurance will be reviewed on an annual basis; and
- The service provider shall renew other insurances required by the company and directors as required to protect the company, employees, directors, customers and public.

### 10.4 Annual Cost

10.4.1 The annual cost for this service area is £3,850.35.

## **11.0 Corporate Services – Internal Audit**

### **11.1 Service Area and Responsible Officer**

11.1.1 Audit and Investigation, Deputy Director Organisational Assurance and Resilience

### **11.2 Service Description**

11.2.1 The Service Provider will deliver a suite of risk-based Internal Audit work that provides assurance to the Board and key stakeholders regarding the effectiveness of the company's governance, internal control and risk management arrangements. Anti-fraud and corruption support will also be provided, where required.

### **11.3 Service Standards**

11.3.1 The Service Provider will be required to meet the following service standards:

- An annual internal audit programme should be agreed with Board;
- Internal audits will be carried out within agreed time frames; and
- An audit follow up will be carried out for each internal audit.

### **11.4 Annual Cost**

11.4.1 The annual cost for this service area will be £15,000, with any additional days' work to be agreed to by the Board and to be charged at a cost of £500 per day.

## **12.0 Corporate Services – Information Governance**

### **12.1 Service Area and Responsible Officer**

12.1.1 Digital Transformation, Information Governance Lead

### **12.2 Service Description**

12.2.1 The Service Provider will provide support to the Company to ensure good governance and data processing.

### **12.3 Service Standards**

12.3.1 The Service Provider will be required to meet the following service standards:

- Information Governance support as required.

### **12.4 Annual Cost**

12.4.1 A variable cost will be charged.

## **13.0 Corporate Services – Senior Corporate Management**

### **13.1 Service Areas and Responsible Officers**

13.1.1 Communications, Insight and Innovation, Head of Change and Customer Insight

13.1.2 Finance Department, Deputy Director of Finance

13.2 Service Description

13.2.1 The service provider's corporate management team will oversee tasks within their departments to ensure performance and standards are maintained.

13.3 Service Standards

13.3.1 The Service Provider will meet the following service standards:

- Monthly attendance at Board meetings.

13.4 Annual Cost

13.4.1 The annual cost for this service area will be £13,167.36

## **LANDLORD SERVICES – HOUSING MANAGEMENT**

### **14.0 Housing Companies Operational Team**

14.1 Service Area and Responsible Officer

14.1.1 Housing and Neighbourhoods, Head of Housing and Neighbourhoods.

14.2 Service Description

14.2.1 The service provider will manage via a dedicated team the Neighbourhood, Income Collection and Lettings Services on behalf of FWH. The team will consist of a Specialist Accommodation Service Manager, a Housing Companies and Traveller Manager, and three Housing Companies Tenant Managers.

14.2.2 The Service Provider will be responsible for liaising with residents, customer care, ASB cases, complaints, tenancy verification visits and management of tenancies.

14.2.3 The Service Provider shall be responsible for all aspects of rent and service charge collection and arrears management including the conduct and management of legal proceedings. The target collection rate is 100% of all rent and service charges due. A minimum collection rate of 98.5% is expected across the portfolio.

14.2.4 The Service Provider will also be responsible for collecting former tenant arrears. The Service Provider will provide FWH with an annual report outlining historic debts that are deemed unrecoverable. Where the Service Provider deems a debt unrecoverable they will follow FWH procedures to seek permission from FWH to write off the debt.

14.2.5 The Service Provider will carry out the letting of new acquisition voids and re-let voids, including the carrying out of viewings and sign-ups and the preparation of necessary documents, such as tenancy agreements and sign-up packs including required compliance certification

14.3 Service Standard

14.3.1 The Service Provider will meet the following service standards:

- Attendance at monthly performance meetings;
- Issue appropriate notices or terminations within a reasonable time (monitored by the void turnaround time);
- All complaints dealt with within statutory timescales;
- The Service Provider shall keep and maintain accurate records of all action taken on neighbour disputes, allegations of harassment, anti-social behaviour (ASB) etc. and shall provide information relating to the nature and status of these matters in its monthly performance reports;
- Tenancy verification visits are carried out at all properties every six months;
- Rent and any other charges collected will be paid to FWH on a monthly basis;
- Monthly reports on all FWH accounts, and when accounts are in arrears what action is being taken; and
- Lettings are carried out in line with overall target void times.

#### 14.4 KPIs

14.4.1 The Service Provider will be required to meet the following key performance targets.

<b>KPI</b>	<b>Target</b>	<b>Measure</b>
Perception Customer Satisfaction	% satisfied that home is safe <i>Target to be agreed during SLA</i>	Biannual Survey
Perception Customer Satisfaction	% satisfied with the services provided by your landlord <i>Target to be agreed during SLA</i>	Biannual Survey
Perception Customer Satisfaction	% Satisfaction with Anti-Social Behaviour <i>Target to be agreed during SLA</i>	Biannual Survey
Complaints	100% resolved within statutory timescales	Complaints resolved through management agents agreed procedures.
Home Visits	100%	% of Portfolio properties home visited once every year.
Rent Collection	98.5%	Rent collected as a % of rent due. This is measured on a 4 weekly cycle in line with BACs payments to i4B.

Arrears	Contextual	Current tenant arrears as percentage of projected annual rent debit
Newsletter	4 per year	4x Quarterly Newsletters distributed

#### 14.5 Annual Cost

14.5.1 The annual cost for this service area will be £87,470.96.

### 15.0 **Landlord Services – Housing Management – Call Centre**

#### 15.1 Service Area and Responsible Officer

15.1.1 Housing and Neighbourhoods, Head of Housing and Neighbourhoods via a Service Level Agreement with the Customer Access Service.

#### 15.2 Service Description

15.2.1 The service provider will provide Call Centre services to ensure tenants can approach them with management and repair matters.

#### 15.3 Service Standard

15.3.1 The call Centre will be open during the hours of 9.00am to 6.00 pm Monday to Friday and a 24/7 and 365 days per year emergency service.

#### 15.4 KPIs

15.4.1 The Service Provider will be required to meet the following key performance targets.

KPI	Target	Measure
Percentage of calls answered	80%	Percentage of calls answered
Percentage of calls answered in 3 min	80%	Percentage of calls answered in 3 min

#### 15.5 Annual Cost

15.5.1 The annual cost for this service area will be £31,501.40.

### 17.0 **Landlord Services – Housing Management - Leasehold Support**

#### 17.1 Service Area and Responsible Officer

17.1.1 Housing and Neighbourhoods, Head of Housing and Neighbourhoods

## 17.2 Service Description

- 17.2.1 The service provider will manage the FWH Leasehold database to include annual checks of insurance, freeholder contact details, service charge and ground rent monitoring, servicing and administering S20 notices on behalf of FWH, and monitoring and tracking S20 notices and service charges received by FWH. The Service Provider will also carry out annual reviews of leasehold compliance information e.g. Fire Risk Assessments. The Service Provider will liaise with legal services to ensure lease obligations are not breached. Provision of leasehold data to FWH.
- 17.2.2 The Service Provider will work with the Asset Management Team to ensure future capital investment costs on third party leasehold properties are accurate. This will involve ensuring all external S20 notices are recorded on Asset Management systems.
- 17.2.3 The Service Provider will procure or use their own resources to make payments for service charges and grounds rents to freeholders where FWH own a leasehold property. All payments will be logged on the Housing Management CRM.
- 17.2.4 The Service Provider will provide FWH and the Council's insurance team proof of freeholder insurance. An annual confirmation check of all freeholders will take place including update of freeholders' details, insurance certificates, check of service charges and check of ground rent charges.

## 17.3 Service Standard

17.3.1 The Service Provider will meet the following service standards:

- Attendance at monthly performance meetings;
- All section 20 notices and service charge demands are logged on the CRM;
- Service charges and section 20 notices are reviewed and if necessary challenged prior to payment to ensure value for money;
- Annual report submitted to FWH in September on all FWH leasehold properties which includes: freeholder details, FWH repair responsibilities, insurance details, lease start and end date, current s20 notices, annual service charge costs and charge dates, block reference number and compliance information;
- Ensure s20 and service charge invoices are paid within 30 days; and
- Annual letter to freeholders on future budget costs and insurance details.

## 17.4 Annual Cost

17.4.1 The annual cost for this service area will be £17,936.17

## **18.0 Landlord Services – Housing Management – Rent Accounting and Service Charge Support**

### 18.1 Service Area and Responsible Officer

18.1.1 Housing and Neighbourhoods, Head of Housing and Neighbourhoods

### 18.2 Service Description

18.2.1 The Service Provider will ensure rent accounts are correctly set up and charged. The Service Provider will be responsible for managing and maintaining rent accounts on Northgate.

18.2.2 Rents are set annually by the FWH Board. FWH will work with the Service Provider annually to implement new rents. The Service Provider will be responsible for notices and communication with all tenants and leaseholders on changes to rent and service charges.

18.2.3 The Service Provider will calculate and collect service charges for FWH social rented tenants.

### 18.3 Service Standard

183.1 The Service Provider will meet the following service standards:

- Attendance at monthly performance meetings;
- Rent accounts are set up on the day of the tenancy start date;
- Monthly reconciliations are carried out between Lettings data and rent accounts to ensure all rent accounts have been set up;
- Notice of annual rent increases are sent out in accordance with relevant regulations prior to rent increases being implemented; and
- All service charges are set correctly and recharged.

### 18.4 Annual Cost

18.4.1 The annual cost for this service area will be £6,135.43.

## 19.0 **Landlord Services – Housing Management – Estate Caretaking**

### 19.1 Service Area and Responsible Officer

19.1.1 Public Realm, Head of Neighbourhood Management

### 19.2 Service Description

19.2.1 The Service provider will provide cleaning and maintenance services at FWH blocks.

### 19.3 Service Standard

19.3.1 The service provider will meet the following service standards:

- Clean and maintain FWH blocks to agreed standards.

### 19.4 KPIs

KPI	Target	Measure
Perception Customer Satisfaction	% satisfied that communal areas are clean and well maintained	Biannual Survey

	<i>Target to be agreed during SLA</i>	
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19.5 Annual Cost

19.5.1 The annual cost for this service area will be £8,969.93.

**20.0 Housing & Neighbourhoods – Senior Corporate Management**

20.1 Service Areas and Responsible Officers

20.1.1 Housing and Neighbourhoods, Head of Housing and Neighbourhoods

20.2 Service Description

20.2.1 The service provider's corporate management team will oversee tasks within their departments to ensure performance and standards are maintained.

20.3 Service Standards

20.3.1 The Service Provider will meet the following service standards:

- Monthly attendance at Board meetings; and
- KPIs as in the above sections

20.4 Annual Cost

20.4.1 The annual cost for this service area will be £8,532.28.

## LANDLORD SERVICES – PROPERTY MANAGEMENT

### 21.0 Landlord Services – Property Management – Responsive Repairs

#### 21.1 Service Area and Responsible Officer

21.1.1 Housing Management Property, Head of Housing Property Services

#### 21.2 Service Description

21.2.1 The Service Provider will be responsible for managing a responsive repair service for FWH properties. The Service provider will inspect repairs to ensure quality and VfM. There will be an emphasis on resolving repairs at the first visit.

#### 21.3 Service Standard

21.3.1 The Service Provider will meet the following service standards:

- Attendance at monthly performance meetings;
- Photos taken before and after repairs with inspection of repairs to monitor VfM;
- Monthly report on repairs carried out within the fixed price;
- Monthly report on repairs carried out outside the fixed price;
- Repair jobs will be provided on a monthly basis broken down by PPP contract or exclusion;
- Monthly report on outcome of inspection samples; and
- Monthly repairs monitoring reports submitted.

#### 21.4 KPIs

21.4.1 The Service Provider will be required to meet the following key performance targets.

KPI	Target	Measure
Average repair cost per property, per annum, including common areas.	£750	The average cost of responsive repairs on the portfolio as charged by the housing management agent (excludes gas servicing).
% of Emergency Repairs completed within 24 hours	100%	The % of all emergency repairs resolved within 24 hours measured each quarter. Qualifying repairs and approach adhere to Awaab's law and are contained in the housing management contracts.
% of Urgent Repairs completed within 7 days	95%	The % of all urgent repairs resolved within 7 days measured each quarter. Qualifying repairs and approach adhere to Awaab's law and are contained in the housing management contracts.
% of Routine Repairs Completed within 28 days	95%	The % of all routine repairs resolved within 28 days measured each quarter. Qualifying repairs are contained in the housing management contracts.
Customer satisfaction with Repairs Service	85%	The % of customer who are satisfied with their repairs service

Perception Customer Satisfaction	% satisfied that home is well maintained Target to be agreed during SLA	Biannual Survey
Perception Customer Satisfaction	% satisfied with the overall repairs service Target to be agreed during SLA	Biannual Survey

## 21.5 Annual Cost

21.5.1 The annual cost for the service area will be £2,567.46. FWH will also be charged a fixed monthly fee for the Wates PPP contract plus the cost of any additional works and services that are undertaken outside of the fixed price framework.

## 22.0 **Landlord Services – Property Management – Asset Management and Capital Programme**

### 22.1 Service Area and Responsible Officer

22.1.1 Housing Management Property, Head of Housing Property Services

### 22.2 Service Description

22.2.1 The service provider will produce an annual, 5 year, and 30 year Capital Investment Plan for works and services required to maintain FWH properties. These plans will include service charge and compliance responsibilities for FWH.

22.2.2 The service provider will be responsible for overseeing the plan and the management of all capital works.

### 22.3 Service Standard

22.3.1 The Service Provider will meet the following service standards:

- Annual stock condition surveys;
- Component data updated by every component replacement;
- Review of capital investment requirements on an annual basis leading to a 5 year detailed programme and a 30 year financial plan;
- Outturn review of last year's spend in July;
- Next year's 5 year plan agreed in September;
- Monthly capital programme monitoring;
- Asset management standard agreed and compliance monitored; and

- Monthly capital monitoring reports submitted.

#### 22.4 Annual Cost

22.4.1 The annual cost will be £7,332.15.

### 23.0 **Property Management - M&E and Compliance**

#### 23.1 Service Area and Responsible Officer

23.1.1 Housing Management Property, Head of Housing Property Services

#### 23.2 Service Description

23.2.1 The Service Provider will be responsible for the management of mechanical and electrical works as well as compliance works for FWH properties. The Service Provider will ensure that all FWH properties meet statutory and regulatory requirements.

23.2.2 The Service Provider will assist FWH in producing a comprehensive set of compliance policies that outline FWH's compliance responsibilities. The Service Provider will have suite of reporting metrics that they will use to report on compliance on a monthly basis.

#### 23.3 Service Standard

23.3.1 The Service Provider will meet the following service standards:

- Full compliance list for FWH properties;
- Legal and policy requirements set out in governance documents;
- Agreed compliance standards and policies;
- KPI list and targets produced;
- Monthly monitoring and reports in place;
- Collating data from third party freeholders; and
- Quarterly reconciliations between compliance systems and other systems to ensure data is accurate.

#### 23.4 KPIs

23.4.1 The Service Provider will be required to meet the following KPIs

KPI	Target	Measure
Compliance	100%	Compliance with gas, fire, electrical, legionella and any other statutory compliance requirements.

#### 23.5 Annual Cost

23.5.1 The annual cost for this service area will be £5,499.11. FWH will also be charged for the cost of any additional works and services undertaken.

### 24.0 **Property Management – Voids, Repairs and Disrepair Surveying**

## 24.1 Service Area and Responsible Officer

24.1.1 Housing Management Property, Head of Housing Property Services

## 24.2 Service Description

24.2.1 The Service Provider will be responsible for the effective surveying, pre- and post-inspection and completion of void works, emergency, urgent and routine repairs, and instances of disrepair in adherence with agreed timescales and KPIs. This includes both re-lets and new acquisition voids.

## 24.3 Service Standard

24.3.1 The Service Provider will meet the following service standards:

- Fortnightly performance meetings;
- Photos taken before and after works & repairs with inspection of repairs to monitor VfM;
- Pre and post void inspection of works to ensure VfM and quality;
- Monthly invoicing of costs;
- Biannual review of void costs and void standard;
- All void cases are correctly logged on void management CRM;
- Monthly report on outcome of voids handover inspections;
- Monthly voids monitoring report submitted;
- All properties must achieve the statutory compliance requirements for the private rented sector;

## 24.4 KPIs

24.4.1 The Service Provider will be required to meet the following KPIs in addition to the repairs KPIs outlined above (in partnership with Housing Companies operational teams):

<b>KPI</b>	<b>Target</b>	<b>Measure</b>
Void rent loss	1%	% of total annual rental income lost to re-let void periods
Major void turnaround time	72 days	Void period from tenancy end date to tenancy start date for major voids
Minor void turnaround time	35 days	Void period from tenancy end date to tenancy start date for minor voids
Average re-let minor void cost	Contextual	Total cost of re-let voids divided by total number of re-let voids
Average re-let major void cost	Contextual	Total cost of re-let voids divided by total number of re-let voids

## 24.5 Annual Cost

24.5.1 The annual cost for this service will be £27,094.20.

## **25.0 Property Services – Senior Corporate Management**

### **25.1 Service Areas and Responsible Officers**

25.1.1 Housing Management Property, Head of Housing Property Services

### **25.2 Service Description**

25.2.1 The service provider's corporate management team will oversee tasks within their departments to ensure performance and standards are maintained.

### **25.3 Service Standards**

25.3.1 The Service Provider will meet the following service standards:

- Monthly attendance at Board meetings; and
- KPIs as in the above sections

### **25.4 Annual Cost**

25.4.1 The annual cost for this service area will be £6,276.23.

## **26.0 Performance Reports and TSMs**

### **26.1 Service Area and Responsible Officer**

26.1.1 Housing Quality Assurance, Engagement and Insight, Head of Housing Quality Assurance, Engagement and Insight

### **26.2 Service Description**

26.1.2 The service provider will input data onto housing management systems, asset management systems, and financial systems and provide monthly monitoring reports and commentary, which will be submitted for review 10 days before the monthly Board meeting.

26.1.3 The service provider will provide support with tenant satisfaction reporting and action planning.

### **26.3 Service Standard**

26.3.1 The Service Provider will meet the following service standards:

- Monthly report detailing: rent collection, complaints (including bi-annual breakdown of escalations and outcomes), void turnaround times, tenancy verification visits, repairs, legal cases, void properties, FTA, compliance submitted in line with Board reporting deadlines.
- Quarterly reconciliations are carried out to ensure information on systems is accurate.
- Support with tenant satisfaction reporting and action planning.

#### 26.4 Annual Cost

26.4.1 The annual cost of this service area will be £6,948.44 (£4,598 + £2,350.44).

### **27.0 Legal Support – Housing Management**

#### 27.1 Service Area and Responsible Officer

27.1.1 Legal Services, Director of Law

#### 27.2 Service Description

27.2.1 The service provider will provide legal service to FWH regarding housing management matters such as rent increases, disrepair, and ASB. This will include providing litigation services relating to possession proceeding and ASB action.

27.2.2 The service provider will charge FWH for disbursement costs.

#### 27.3 Service Standard

27.3.1 The Service Provider will meet the following service standards:

- Information on all legal cases included in monthly performance report; and
- Quarterly updates on case numbers and hours worked.

#### 27.4 Annual Cost

27.4.1 The annual cost of this service area will be £15,959.25

## **SCHEDULE 3 – CONTRACT SUMS**

Table 1 – Corporate Services

<b>Service Area</b>	<b>2026/27 Contract Sum</b>
Company Strategic & Corporate Support (inc Payments)	£104,290.20
Financial Services and Administration	£154,297.15
Commercial Legal Support	£17,023.20
Insurance	£3,850.35
Senior Corporate Management	£13,167.36
Internal Audit	£15,000.00
Information Governance	Variable project cost
<b>Corporate Services Total</b>	<b>£307,628.26</b>
<b>Corporate Services Total plus VAT (20%)</b>	<b>£369,153.91</b>

Table 2 – Landlord Services

<b>Service Area</b>	<b>2026/27 Contract Sum</b>
Company Housing Management Support	£87,470.96
Housing Management – Payments (moved to Corporate 26/27)	N/A
Housing Management - Leasehold Support	£17,936.17
Housing Management - Rent Accounting	£6,135.43
Housing Management - Estate Services	£8,969.93
Housing & Neighbourhoods – Senior Corporate Management	£8,532.28
Property Management - Responsive Repairs	£2,567.46
Property Management - Asset Management and Capital Programme	£7,332.15
Property Management - M&E and Compliance	£5,499.11
Property Management – Voids, Repairs & Disrepair Surveying	£27,094.20
Housing Property Services – Senior Corporate Management	£6,276.23
Performance reports (inc TSMs)	£6,948.44
Legal Support - Housing Management	£15,959.25
Housing Management - Call Centre	£31,501.40
<b>Landlord Services Total</b>	<b>£232,223.01</b>
<b>Landlord Services Total plus VAT (20%)</b>	<b>£278,667.61</b>

Table 3 – Total Revenue Costs

<b>Service Area</b>	<b>2026/27 Contract Sum</b>
Corporate Services Total plus VAT (20%)	£369,153.91
Landlord Services Total plus VAT (20%)	£278,667.61
<b>All Services Total</b>	<b>£647,821.52</b>

**LB Brent & FWH Ltd Service Level Agreement  
Schedule One - Services and Service Requirements**

**Corporate Services**

Ref	Services	Description	Period	FWH Trading Account Heading	Service	Service Area	Lead Officer	KPIs	Performance Required
1a	Company Strategic & Corporate Support	<p>The Service Provider shall provide delivery support. The Service Provider will be responsible for coordinating service areas and providing a clienting service on behalf of FWH. The Service provider will act in a client role between the Companies and the Council, including negotiating and managing Service Level Agreements, raising any issues with service delivery and ensuring action plans are developed and implemented in response to these.</p> <p>The Service Provider shall provide company secretary services. This will include: Providing support and guidance to the Board, Chair and Shareholder; Ensuring that all operations of the Company comply with the necessary statutory and regulatory requirements; Facilitating the acquisition of information by board members; Assisting with the compilation of board papers and filtering to ensure compliance with required standards of good governance; Communicating with the shareholder; Supporting regular board meetings; Carrying out research and policy development work to support the work of the Company; Any other duties to coordinate and support the work of the Company. The Service Provider will provide services to enable the Company to comply with requirements for management of data and freedom of information and complaints handling. The Service Provider will support the company to maintain and improve its performance. The Service Provider shall be responsible for collating and coordinating the performance information of sub-contractors and directly delivered services. This will include the inputting and creation of reports from the Northgate system and for collating reports from sub-contractor weekly and monthly reports.</p>	2026 to 2027	Corporate Services	Company Support	Change and Customer Insight	Strategy and Delivery Manager	N/A	<p>Supporting monthly board meetings</p> <p>Providing any returns required to external organisations</p> <p>Monthly reports on the performance of sub-contractors are compiled and reported to the Board</p> <p>Ensuring 100% of complaints, FOIs, SARs etc are responded to within statutory timescales</p> <p>Attend monthly SLA meetings on behalf of FWH.</p> <p>Provide an annual performance review</p>
1b	Financial Services and Administration	<p>The Service Provider shall provide the board with financial and business plan support and financial management services including: Financial reports to the Board; Providing an analysis of financial performance against business plan assumptions; Managing the Company's accounts; Providing advice to the Company as requested; Inputting and management of the Company's financial management systems including Oracle; Invoicing and payments to sub-contractors; FSC, Management and reconciliation of payments to the Company including the 4 weekly electronic payment of rent and other items to the Company's account from housing management contractors; Treasury Management; Developing and amending the Service Providers/companies business model; administering the loan agreement.</p>	2026 to 2027	Corporate Services	Financial Management & Support	Finance	Head of Finance - Companies	N/A	<p>Adhering to all accounting deadlines</p> <p>Ensuring all sub-contractors are invoiced and paid within specified deadlines</p> <p>Monthly financial reports to be provided to the board</p> <p>Providing financial support for annual business planning</p> <p>Annual review of the Company's financial model</p> <p>Monthly rent reconciliations</p>
1c	Commercial Legal Support	<p>The Service Provider shall provide the board with legal advice and support in relation to a range of company and commercial matters: to include legal advice in relation to the procurement and preparation of service contracts for the company; the preparation of legal documentation and procedures for the company; advice and assistance in relation to any joint arrangements or merger proposals including all necessary due diligence.</p>	2026 to 2027	Corporate Services	Commercial Legal Support	Law	Director of Law	N/A	<p>Provide advice by agreed deadlines</p>
1d	Insurance	<p>The service provider will administer the company's insurance requirements including property, directors, public liability and any others such as professional indemnity, vehicle and employee liability as required.</p>	2026 to 2027	Corporate Services	Insurance	Finance	Insurance Manager (Assurance and Resilience)	N/A	<p>The service provider will insure all properties purchased by the company on the same day of purchase and renew insurances on an annual basis unless informed not to do so. The service provider will inform the Board of insurance costs and manage claims on behalf of the company. The service provider shall renew other insurances required by the company and directors as required to protect the company, employees, directors, customers and public. The service provider will undertake any additional project work as agreed between the Company and the service provider</p>
1e	Senior Corporate Management	<p>The service provider's corporate management team will oversee tasks within their departments to ensure performance and standards are maintained.</p>	2026 to 2027	Corporate Services	Service Provider Corporate Governance (All service areas)	Finance	Deputy Director Finance	N/A	<p>Monthly board meetings</p>

1f	Internal Audit & Investigation	To deliver a suite of risk-based Internal Audit work that provides assurance to the Board and key stakeholders regarding the effectiveness of the company's governance, internal control and risk management arrangements. Anti-fraud and corruption support will also be provided, where required.	2026 to 2027	Corporate Services	Internal Audit	Audit and Investigation	Deputy Director Organisational Assurance and Resilience	N/A	Agreement of annual internal audit plan. Investigation support as required. Additional project work as agreed between the Company and service provider
1g	Information Governance	Information Governance support to promote good company governance and data processing.	2026 to 2027	Corporate Services	Information Governance	Digital Transformation	Information Governance Lead	N/A	Information Governance support as required

### Landlord Function

Ref	Services	Description	Period	FWH Trading Account Heading	Service	Service Area	Lead Officer	KPIs	Performance Required
2a	Company Housing Management Support	<p>Management of Neighbourhood Services, Income Collection and Lettings on behalf of FWH.</p> <p>The Service Provider will be responsible for liaising with residents, customer care, ASB cases, complaints, tenancy verification visits and management of tenancies.</p> <p>The Service Provider shall be responsible for all aspects of rent and service charge collection and arrears management including the conduct and management of legal proceedings. The target collection rate is 100% of all rent and service charges due. A minimum collection rate of 98.5% is expected across the portfolio.</p> <p>The Service Provider will also be responsible for collecting former tenant arrears. The Service Provider will provide FWH with an annual report outlining historic debts that are deemed unrecoverable. Where the Service Provider deems a debt unrecoverable they will follow FWH procedures to seek permission from FWH to write off the debt.</p> <p>The Service Provider will carry out the letting of new acquisition voids and re-let voids, including the carrying out of viewings and sign-ups and the preparation of necessary documents, such as tenancy agreements and sign-up packs including required compliance certification</p>	2026 to 2027	Landlord Services - Housing Management	Housing Management	Housing Services	Head of Housing and Neighbourhoods	N/A	<p>Monthly performance SLA meetings.</p> <p>Issue appropriate notices or terminations within a reasonable time (monitored by the void turn around time)</p> <p>All complaints dealt with within statutory timescales.</p> <p>The Service Provider shall keep and maintain accurate records of all action taken on neighbour disputes, allegations of harassment, anti-social behaviour (ASB) etc. and shall provide information relating to the nature and status of these matters in its monthly performance reports.</p> <p>Visits carried out at all properties every six months</p> <p>Rent and any other charges collected will be paid to FWH on a monthly basis.</p> <p>Monthly reports on all FWH accounts, and when accounts are in arrears what action is being taken.</p> <p>Rents are paid to FWH on a monthly basis</p> <p>Lettings are carried out in line with overall target void times</p> <p>Attendance at weekly voids meeting</p>
2b	Housing Management - Payments  <i>Proposed to move to Company Strategic &amp; Corporate Support (1a) from 26/27</i>	The Service Provider will procure or use their own resources to make payments on behalf of FWH. The Service Provider will request approval from FWH to set up purchase orders. The Service provider will work with suppliers to ensure invoices are paid on time. The Service Provider will request approval from FWH to pay invoices. All invoices will be scrutinised to ensure they are accurate.	2026 to 2027	Landlord Services - Housing Management  <i>Proposed to move to Corporate Services from 26/27</i>	Housing Management	Housing Services	Head of Housing and Neighbourhoods	N/A	<p>Monthly performance SLA meetings.</p> <p>All invoices paid within 30 days</p> <p>Purchase Orders and Invoices approved by FWH.</p> <p>Invoices are reviewed to ensure they are accurate</p>

2c	Housing Management - Leasehold Support	<p>The service provider will manage the FWH Leasehold database to include annual check of insurance, freeholder contact details, service charge and ground rent monitoring, Servicing and administering S20 notices on behalf of FWH, monitoring and tracking s20 notices and service charges received by FWH.</p> <p>*A full review of obligations towards leaseholders in FWH as a Private Company, needs to be conducted which includes:</p> <ul style="list-style-type: none"> <li>•Compliance for contractors</li> <li>•Procurement</li> <li>•Insurance</li> <li>•Appointment of contractors</li> <li>•Consultations</li> <li>•S20</li> <li>•Billing systems for major works and service charges</li> </ul> <p>Following the above the SLA can be amended to ensure the service is being delivered compliantly and with appropriate resource and expertise.</p> <p>The Service Provider will also carry out annual reviews of leasehold compliance information e.g. Fire Risk Assessments. The Service Provider will liaise with legal services to ensure lease obligations are not breached. Provision of leasehold data to FWH.</p> <p>The Service Provider will work with the Asset Management Team to ensure future capital investment costs on third party leasehold properties are accurate. This will involve ensuring all external s20 notices are recorded on Asset Management systems.</p> <p>The Service Provider will procure or use their own resources to make payments for service charges and grounds rents to freeholders where FWH own a leasehold property. All payments will be logged on the Housing Management CRM.</p> <p>The service provider will provide FWH and the councils insurance team proof of freeholder insurance. An annual confirmation check of all freeholders will take place including - update of freeholders details, insurance certificate, check of service charge and check of the ground rent charges.</p>	2026 to 2027	Landlord Services - Housing Management	Housing Management	Housing Services	Head of Housing and Neighbourhoods	N/A	<p>Monthly performance SLA meetings.</p> <p>All third party service charges and s20 notices logged on the CRM.</p> <p>Service charges and s20s are reviewed and challenged before payment to ensure VfM</p> <p>Annual report submitted to FWH in September on all FWH leasehold properties which includes: freeholder details, FWH repair responsibilities, insurance details, lease start end date, current s20 notices, annual service charge costs and charge dates, block reference number, and compliance info.</p> <p>Property Inspections in line with an agreed schedule</p> <p>Work with the payments team to ensure service charge and s20 invoices are paid within 30 days</p> <p>Liaise with freeholders on future budget costs</p>
2d	Housing Management - Rent Accounting	<p>The Service Provider will ensure rents accounts are correctly set up and charged. The Service Provider will be responsible for managing and maintaining rent accounts on Northgate.</p> <p>Rents are set annually by the FWH Board. FWH will work with the Service Provider annually to implement new rents. The Service Provider will be responsible for notices and communication with all tenants and leaseholders on changes to rent and service charges.</p>	2026 to 2027	Landlord Services - Housing Management	Housing Management	Housing Services	Head of Housing and Neighbourhoods	See Schedule 3	<p>Monthly performance SLA meetings.</p> <p>Rent accounts are set up on the day the tenancy start date.</p> <p>Monthly reconciliations are carried out between Lettings data and rent accounts to ensure all rent accounts have been set up.</p> <p>Notice of annual rent increases are sent out in accordance with relevant regulations prior to rent increases being implemented.</p>
2e	Housing Management - Estate Caretaking	The Service provider will provide cleaning and maintenance services at FWH and FWH blocks	2026 to 2027	Landlord Services - Housing Management	Public Realm	Cleaning and Caretaking Services	Head of Neighbourhood Management	See Schedule 3	Regular programme of cleaning and maintenance
2f	Housing & Neighbourhoods - Senior Corporate Management	The service provider's corporate management team will oversee tasks within their departments to ensure performance and standards are maintained.	2026 to 2027	Landlord Services - Housing Management	Housing Management	Housing Services	Head of Housing and Neighbourhoods	N/A	As above in 2a-2f
2g	Property Management - Responsive Repairs	The Service Provider will be responsible for managing a responsive repair service for FWH properties. The Service provider will inspect repairs to ensure quality and VfM. There will be an emphasis on resolving repairs at the first visit	2026 to 2027	Landlord Services - Housing Management	Housing Property Services	Housing Services	Head of Property Services	See Schedule 3	<p>Monthly Performance Meetings</p> <p>Monthly report on repairs carried out within the fixed price</p> <p>Monthly report on repairs carried out outside the fixed price</p> <p>Repair jobs will be provided on a monthly basis broken down by PPP contract or exclusion.</p> <p>Monthly report on outcome of inspection samples</p> <p>Monthly repairs monitoring reports submitted</p>

2h	Property Management - Asset Management and Capital Programme	The service provider will produce an annual, 5 year, and 30 year Capital Investment Plan for works and services required to maintain FWH properties. These plans will include service charge and compliance responsibilities for FWH.  The service provider will be responsible for overseeing the plan and the management of all capital works.	2026 to 2027	Landlord Services - Housing Management	Housing Property Services	Housing Services	Head of Property Services	See Schedule 3	Annual stock condition surveys  Component data updated by every component replacement  Review of capital investment requirements on an annual basis leading to a 5 year detailed programme and a 30 year financial plan  Outturn review of last year's spend  Monthly capital programme monitoring  Asset management standard agreed and compliance monitored  Monthly capital monitoring reports submitted
2i	Property Management - M&E and Compliance	The Service Provider will be responsible for the management out mechanical and electrical works as well as compliance works for FWH properties. The Service Provider will ensure that all FWH properties meet statutory and regulatory requirements.  The Service Provider will assist FWH in producing a comprehensive set of compliance policies that outline FWH's compliance responsibilities. The Service Provider will have suite of reporting metrics that they will use to report on compliance on a monthly basis.  The Service Provider shall keep up to date and implement all new regulations and legislation including but not limited to Fire safety order 2025 Building safety act 2024 Awaabs law	2026 to 2027	Landlord Services - Housing Management	Housing Property Services	Housing Services	Head of Property Services	See Schedule 3	Full compliance list for FWH properties  Legal and policy requirements set out in governance documents  Compliance standards agreed  KPI list and targets produced  Monthly monitoring in place  Collating data from third parties (Pinnacle and third party freeholders)  Quarterly reconciliations between compliance systems and other systems to ensure data is accurate
2j	Property Management - Voids, Repairs & Disrepair Surveying	The Service Provider will be responsible for the effective surveying, pre- and post-inspection and completion of void works, emergency, urgent and routine repairs, and instances of disrepair in adherence with agreed timescales and KPIs. This includes both re-lets and new acquisition voids	2026 to 2027	Landlord Services - Housing Management	Housing Property Services	Housing Services	Head of Property Services	See Schedule 3	Fortnightly performance meetings  Photos taken before and after works & repairs with inspection of repairs to monitor VFM  Pre and post void inspection of works to ensure VFM and quality.  Monthly invoicing of costs  Biannual review of void costs and void standard.  All void cases are correctly logged on void management CRM.  Monthly report on outcome of voids handover inspections  Monthly voids monitoring report submitted  All properties must achieve the statutory compliance requirements for the private rented sector  Attendance at weekly voids meeting
2k	Housing Property Services - Senior Corporate Management	The service provider's corporate management team will oversee tasks within their departments to ensure performance and standards are maintained.	2026 to 2027	Landlord Services - Housing Management	Housing Property Services	Housing Services	Head of Property Services	See Schedule 3	As above in 2h-2k

2l	Performance reports	The service provider will input sufficient data onto the CRM Northgate and housing management and asset management systems and provide monthly monitoring reports for the service provider to analyse and to inform the Board.	2026 to 2027	Landlord Services - Housing Management	Housing Quality Assurance, Engagement and Insight	Housing Services	Head of Housing Quality Assurance, Engagement and Insight	N/A	Monthly report detailing: rent collection, complaints, void turnaround times, tenancy verification visits, repairs, legal cases, void properties, FTA, compliance submitted 10 days before the monthly Board meeting.  Quarterly reconciliations are carried out to ensure information on systems is accurate.
2m	Legal support - Housing Management and Civil Litigation	The service provider will provide legal service to FWH regarding housing management matters such as rent increases, disrepair, and ASB. This will include providing litigation services relating to possession proceeding and ASB action.	2026 to 2027	Landlord Services - Housing Management	Legal Services	Law	Director of Law	N/A	Information on all legal cases included in monthly performance report.  Quarterly updates on case numbers and hours worked.
2n	Housing Management - Call Centre	The service provider will provide Call Centre services to ensure tenants can approach them with management and repair matters during the hours of 8.00am to 6.00 pm Monday to Friday and a 24/7 and 365 days per year emergency service.	2026 to 2027	Landlord Services - Housing Management	Housing Management	Housing Services	Head of Housing and Neighbourhoods	See Schedule 3	The call Centre will be open during the hours of 9.00am to 6.00 pm Monday to Friday and a 24/7 and 365 days per year emergency service
2o	Housing Quality Assurance and Standards	The service provider will provide support with tenant satisfaction reporting and action planning	2026 to 2027	Landlord Services - Housing Management	Housing Quality Assurance, Engagement and Insight	Housing Services	Head of Housing Quality Assurance, Engagement and Insight	N/A	Support with tenant satisfaction reporting and action planning

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 <b>Brent</b>	<b>Cabinet</b> 9 March 2026
	<b>Report from the Corporate Director,            Service Reform &amp; Strategy</b>
	<b>Lead Member – Cabinet Member for            Community Action &amp; Community            Power            (Councillor Jake Rubin)</b>
<b>Procurement Strategy 2026 – 2030</b>	

<b>Wards Affected:</b>	All
<b>Key or Non-Key Decision:</b>	Key
<b>Open or Part/Fully Exempt:</b> <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	Open
<b>List of Appendices:</b>	One Appendix A: Procurement Strategy 2026 – 2030
<b>Background Papers:</b>	None
<b>Contact Officer(s):</b> <small>(Name, Title, Contact Details)</small>	Rhodri Rowlands, Director of Strategic Commissioning, Capacity Building & Engagement 020 8937 1738 <a href="mailto:Rhodri.Rowlands@brent.gov.uk">Rhodri.Rowlands@brent.gov.uk</a>  Nigel Kletz, Procurement Consultant <a href="mailto:Nigel.Kletz@brent.gov.uk">Nigel.Kletz@brent.gov.uk</a>

## 1.0 Executive Summary

- 1.1 This report seeks Cabinet’s approval of Brent Council’s new Procurement Strategy 2026 – 2030.
  
- 1.2 The Strategy sets out the guiding principles and priorities for procurement activity in Brent, and how the Council will use its spending power to deliver value for Brent’s residents and communities. The Strategy recognises the need for the Council to ensure procurement is delivering value for money, given the significant financial pressures facing the Council, while also ensuring that procurement delivers wider benefits to residents.

- 1.3 The Strategy is based on three key cornerstones or pillars, which are 1) Community Wealth Building, 2) Effective Contract Management, and 3) Leadership, Commercial Capability and Innovation.

## 2.0 Recommendation(s)

That Cabinet:

- 2.1 Approves the Procurement Strategy 2026 – 2030.

## 3.0 Cabinet Member Foreword

- 3.1 Brent Council has significant spending power. Every year the Council spends £659 million on a range of goods, services and works from a diverse supplier base. It's important that the goods, services and works that we procure on behalf of residents are good quality and delivered to a high standard, so that they meet residents' needs and support them to live their best lives. It's also increasingly important that the goods, services and works we procure represent value for money, given the cost pressures facing the Council and our residents.
- 3.2 Communities across the country are facing a range of social, economic and environmental challenges – and Brent's communities are not immune. Therefore, we need to think about how we use our spending power more strategically to deliver a wider range of benefits to our communities to help them address challenges head on, such as reduced greenhouse gas emissions, more local jobs and development of a diverse and vibrant local VCSE sector. It's this wider approach to delivering social value and building the wealth of local communities that underpins our new Procurement Strategy.
- 3.3 The Procurement Strategy supports delivery of the **Brent Borough Plan 2023 – 2027**. It aligns with three of the priorities in the Borough Plan: Prosperity and Stability; A Cleaner, Greener Future; and Thriving Communities. It reflects the Borough Plan's commitment that sustainability is central to the growth of the borough and local economy.
- 3.4 The Council participated in the **LGA's Corporate Peer Challenge** in January 2025, which provide the following feedback/recommendations around procurement:

*“Commissioning, procurement and contract management are key areas for development. The peer team identified a cautious approach, with low appetite for risk and limited innovation in procurement practices. To address these challenges, there is a need to foster greater professional curiosity and innovation within procurement and commissioning, ensuring that the Council takes a more strategic, market-aware and forward-thinking approach. There remains a significant opportunity for the Council to secure greater levels of social value and drive efficiencies through commissioning [and contract management] - an increasingly important factor given the Council's growing financial pressures.”*

3.5 The Strategy responds to this feedback as well as to the findings of the **Procurement Peer Review** (April 2025), which highlighted the need for the Council's previous Procurement Strategy to be updated to reflect the current needs of the Borough and changed circumstances.

3.6 The Strategy is consistent with the Council's broader commitments to change the way that it delivers public services, so that they deliver the most value for residents and support them to live their best lives. It is also consistent with the Council's commitment to work more closely with partners to deliver good outcomes for residents and communities.

#### 4.0 Background

4.1 Brent Council spends approximately £659m annually across a wide supplier base on purchased goods, services and works. This expenditure supports the delivery of statutory and essential services to meet the needs of Brent's communities. As well as ensuring value for money, it is important that Brent Council uses this spending power to deliver the best possible services for residents and deliver broader social, economic and environmental benefits to communities.

4.2 Brent Council's previous procurement strategy covered the period 2020-2023. Since then, the legislative context for procurement has evolved significantly. The Procurement Act 2023 and accompanying Procurement Regulations 2024 came into force in February 2025 and represent a major shift towards enhancing efficiency, flexibility and transparency across the procurement lifecycle. The key objectives of the Procurement Act 2023 are:

- Creating a simpler and more flexible commercial system which better meets the government's national objectives.
- Opening up public procurement to new entrants such as social enterprises and small businesses.
- Embedding transparency throughout the commercial lifecycle

4.3 The National Procurement Strategy 2022 focuses on three core themes: showing leadership, behaving commercially and achieving community benefits.

4.4 In February 2025 the government released the National Procurement Policy Statement. This sets out the government's wider procurement policy objectives, which local authorities are required to have regard to and use as a strategic guide. It identifies three key priorities:

- **Driving economic growth** and strengthening supply chains by giving SMEs and VCSEs a fair chance at public contracts, creating high quality jobs and championing innovation.

- **Delivering social and economic value** that supports the Government's missions including by working in partnership across organisational boundaries.
- **Ensuring** the right **commercial capability** and standards are in place to procure and manage contracts effectively and to collaborate with other contracting authorities to **deliver best value**.

4.5 This legislative and policy context has informed the development of the Council's new Procurement Strategy.

4.6 In early 2025, Brent Council commissioned an independent peer review of its procurement service. The findings and recommendation to implement a Procurement Improvement Programme (PIP) were endorsed by CMT in May 2025. The PIP commenced in mid-2025 and is focused on five improvement workstreams:

1. **Staff Development, Culture and Capability:** A new interim Head of Procurement has been in post since July 2025, and six new permanent appointments have been made for previously "hard to fill" vacant roles. A series of culture workshops are underway with staff.
2. **Strategy & Policy:** A stream of work focused on developing this Procurement Strategy, the an accompanying Social Value Statement and other initiatives such as Match My Project to broker supplier social value capacity against local needs.
3. **Improve Directorate Engagement:** Two Directorate Procurement Groups have been established, each covering two directorates to strengthen relationships with service areas. These forums are used to consult on ideas for improvements, clarify roles and responsibilities and act as a channel for two-way communication and feedback between Procurement and service areas.
4. **Contract Management:** Over 70 Council contracts have been "segmented" into tiers to determine the most effective level of contract management. The highest risk/highest profile contracts – deemed Platinum – are reported to executive level. Practitioner training is to be provided for 19 contract managers funded by the Cabinet Office. A new, more robust contract register is being implemented to better manage contracts and improve visibility of expiring contracts.
5. **Operational Excellence:** This workstream is focused on modernising procurements through improvements to processes, monitoring performance through KPIs, and analysing waivers and contract extensions to identify underlying causes to address.

4.7 In addition, Brent's new Procurement Strategy has been informed by:

- Work undertaken by the Centre for Local Economic Strategies (CLES) in 2025 to identify how Brent Council could enhance and progress work to embed a community wealth building approach.
  - Work to develop a Social Value Statement for Brent.
- 4.8 The Strategy (Appendix A) sets out the Council's overarching vision for procurement, and three key cornerstones or pillars for achieving the vision, which are:
1. Community Wealth Building
  2. Effective Contract Management
  3. Leadership, Commercial Capability and Innovation
- 4.9 The Strategy is intended to sit alongside the Council's new Social Value Statement (which is in development), which will set out how the Council will work in a way that delivers wider social, economic and environmental outcomes beyond the core purpose of a service or contract. Social value underpins the approach and priorities set out in the Procurement Strategy.
- 5.0 Stakeholder and ward member consultation and engagement**
- 5.1 The Procurement Strategy has been informed by the independent peer review of Brent's procurement function and approach that was undertaken in 2025. As part of this review, there was extensive engagement with members, officers and a small number of suppliers.
- 5.2 The Cabinet Member for Climate Action & Community Power and Leader of the Council have been engaged throughout the development of the Strategy.
- 6.0 Financial Considerations**
- 6.1 The Procurement Strategy commits to new training, systems, governance structures and data improvements. These upfront investments can be contained within existing budgets. In the medium term, these measures, including contract management improvements, will result in savings and cost avoidance for the Council through tighter supplier performance management and greater control of risk and scope creep.
- 7.0 Legal Considerations**
- 7.1 The Procurement Strategy must comply with, and be delivered in accordance with, all applicable UK legislation and guidance, including the Procurement Act 2023, the Public Contract Regulations 2015, the Public Services (Social Value) Act 2012 and the Equality Act 2010.
- 7.2 Officers in Legal Services will continue to provide support and guidance in the implementation of the Procurement Strategy, and any necessary amendments to contract and tender documents.

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

- 8.1 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.
- 8.2 The strategic intent of the draft Procurement Strategy strengthens the Council’s commitment to EDI, with the explicit purpose of using procurement to support the local economy and increase local employment, skills and learning opportunities. This will strengthen local communities and help to tackle inequality in Brent. One of the key actions of the new Strategy is to increase contractor collaboration on tackling poverty and inequality. Suppliers for Platinum, Gold, and Silver contracts will be required to complete Modern Slavery and EDI due diligence. Non-compliance will constitute a material breach of contract, emphasising the Council’s commitment to ensuring that contractors uphold these commitments in practice.

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

- 9.1 The Council is committed to adopting a sustainable approach for all products and services it procures and to harness its purchasing power to help tackle climate change holistically, in alignment with the key themes within the Borough’s Climate and Ecological Emergency Strategy.
- 9.2 The Council has adopted a stand-alone Procurement Sustainability Policy, which underpins this approach. It also utilises the West London Sustainable Procurement Charter as a mandatory section for all suppliers to complete as part of major procurements.
- 9.3 The new draft Procurement Strategy references the significance of environmental sustainability within the new cornerstones and underpinning principles.

## **10.0 Communication Considerations**

- 10.1 Following the adoption of the Strategy, it will be worked into a designed version for publication. There will be communication with officers so that they understand the contents of the Strategy and what it means for them. There will also be communication with residents, key suppliers, prospective suppliers, VCSE organisations and other partners about the new Strategy, including via the Council’s website and other communications channels.

**Report sign off:**

***Rachel Crossley***

Corporate Director of Service Reform & Strategy

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**Note: Following approval, this draft Strategy will be produced into a designed version for public release. It will also link to the Social Value Statement and Contract Management Framework.**

## **London Borough of Brent – Procurement Strategy 2026 – 2030**

### **Foreword / Introduction**

In Brent, we're lucky to have a vibrant and diverse local economy, with many small, medium and large organisations and individuals choosing to do business here. We're also lucky to have a large and diverse number of community and voluntary sector organisations working hard every day to improve the lives of Brent's residents. Despite that, there are challenges. We have higher than average unemployment, barriers to progression, and low median wages. The cost-of-living crisis continues to be a significant challenge for many of our residents.

In this context, it's more important than ever that the impacts of economic activity in Brent are felt locally. We need to make sure that economic activity is improving the prosperity and wellbeing of our residents and supporting them to live their best lives.

Brent Council has significant spending power. We spend approximately £659m annually across a wide supplier base (with 578 of those suppliers being locally based) on a range of goods, services and works. Despite that, the Council is operating in a challenging financial context. Like all local authorities across the UK, we're having to do more with less. The costs of providing essential services to residents are increasing, while our residents are feeling the pinch every time they receive another bill.

All of this means we need to think carefully about how we're procuring goods, services and works.

We need to make sure that the goods, services and works we procure offer value for money, and wherever possible, save us money. We also need to ensure that the money we spend supports our local businesses to thrive and grow, enables good businesses to win contracts and avoids creating barriers to smaller businesses. We want our spend to support the creation and retention of local jobs and enable us to deliver good social and environmental outcomes. We also need to make sure that we manage our contracts robustly to receive all the benefits our suppliers have committed to deliver.

We will take a proportionate and tailored approach to delivering the Strategy. We will set high standards and work flexibly so that in partnership with our supply chain we focus on the areas and opportunities that make the biggest impact for our residents.

This Strategy sets out how we'll do this. It is every member of staff's responsibility to deliver on this Strategy. By following a One Council approach we can draw on the depth of resources, data and insights available across the organisation to support its delivery.

**Cllr Jake Rubin**  
**Cabinet Member for Community Power**

## **Executive Summary**

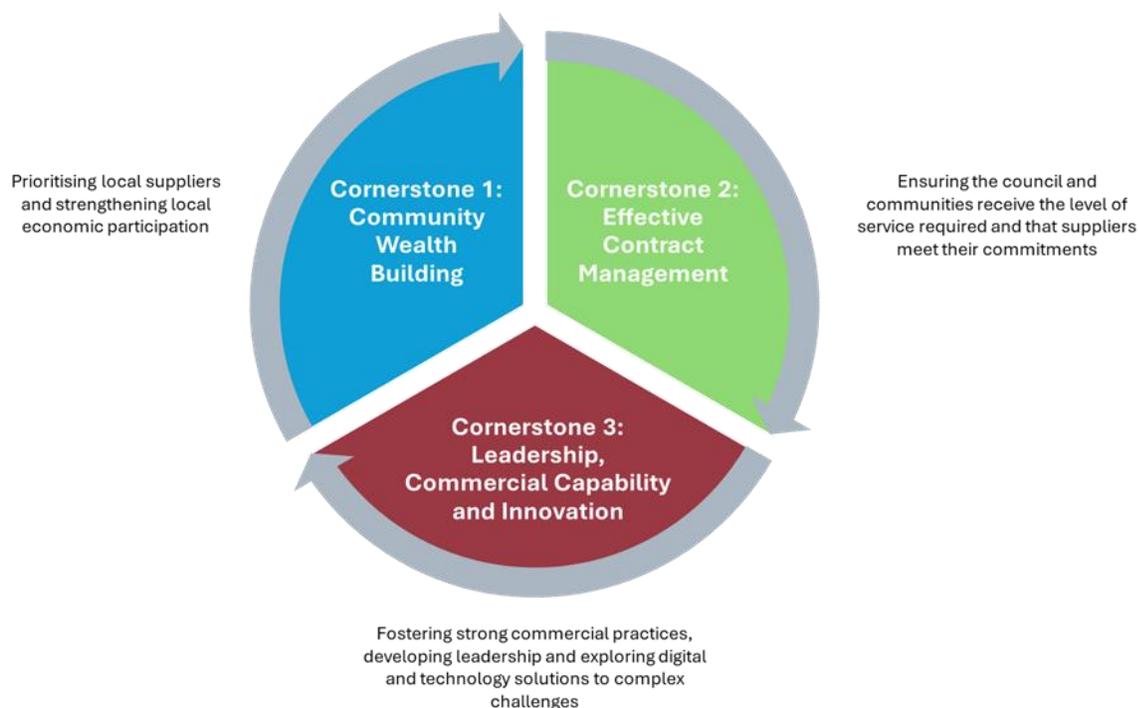
This Procurement Strategy sets out Brent's guiding principles and priorities for our procurement activity, and how we will use our spending power to deliver value for Brent.

It is underpinned by a focus on place, people and commercial capability to enable a fairer, more equal and environmentally sustainable Brent. It is about ensuring that every pound Brent Council spends delivers maximum benefits for its residents and communities and supports a vibrant and inclusive local economy. It is also focused on ensuring that the services Brent Council delivers are high-quality and innovative.

Our overarching vision is that innovative and high-quality procurement supports Brent Council to create opportunity, tackle inequality, drive sustainability and deliver value and good outcomes for residents.

The Strategy is grounded in the principle of Social Value and links closely with the Council's Social Value Statement. The Strategy is also underpinned by a commitment to Community Wealth Building (CWB), which is a people-centred approach to local economic and social change, which increases the flow of wealth to local communities. Procurement is one of the key levers that can generate jobs, opportunity and wealth for local people.

The Strategy has three cornerstones, which will help us to deliver on our vision:



Under each of these cornerstones is a series of actions and priorities which will support the Council to use procurement to drive change, innovation, improvement and better outcomes for residents and the local economy.

## Context

The Council spends approximately £659m annually across a wide supplier base on purchased goods, services and works. This expenditure supports the delivery of statutory and essential services to meet the needs of Brent's diverse communities, such as keeping streets clean, providing care and support for our most vulnerable, and building new affordable housing for residents. In 2025/26, Brent procured goods, services and works from over 2,300 suppliers. Around 25% of those suppliers are locally based.

It is important that Brent Council uses this spending power to deliver the best possible services for residents, and to deliver broader social value to its communities. It's also important that the Council thinks about how it can increase its local supplier base, to ensure that wealth is generated and stays within Brent. This Strategy provides the overall direction for how the Council will do this.

### ***Alignment with the Borough Plan 2023 – 2027***

This Strategy aligns with three of the priorities set out in Brent's Borough Plan 2023 – 2027: prosperity and stability, a cleaner, greener future, and thriving communities. It reflects commitments to ensuring that sustainability is central to the growth of the borough and local economy.

The Strategy also reflects the Council's broader commitments to changing how we're delivering services to residents to help everyone live their best lives. It reflects the Council's focus on ensuring that public services make the biggest difference with every pound spent, and our commitment to working collaboratively with partners.

### ***Alignment with Procurement Improvement Programme***

In 2025, Brent Council commissioned an independent review of its approach to procurement to identify strengths and areas for improvement. Off the back of that review, a comprehensive Procurement Improvement Programme (PIP) has been developed, to implement the review's recommendations. The PIP is comprised of five workstreams:

1. Staff development, culture and capability
2. Strategy and policy
3. Directorate engagement, governance and compliance
4. Contract management
5. Procurement Operational Excellence

This Strategy forms part of the Council's work under workstream 2 – Strategy and Policy – and is intended to provide the overarching, strategic direction that guides ongoing improvement activity under each of the PIP's five workstreams

### ***Alignment with the National Procurement Strategy***

The National Procurement Strategy (NPS) is based around four key themes. The table below maps each cornerstone of Brent's Procurement Strategy against the key themes in the NPS to show alignment and reinforce how Brent's local priorities and actions support national expectations.

<b>NPS Theme / Strategy Cornerstone</b>	<b>Community Wealth Building</b>	<b>Effective Contract Management</b>	<b>Leadership and Commercial Capability</b>
<b>Leadership</b>	Encourages organisational commitment to local economic development and fair work	Ensures accountable, performance-driven contract oversight	Strengthens procurement leadership, governance, and professional capability
<b>Behaving Commercially</b>	Supports development of strong, resilient local markets and supply chains	Drives performance, risk management, and value delivery	Embeds commercial acumen, market insight, and structured decision-making
<b>Community Benefits / Social Value</b>	Delivers local jobs, supports local suppliers, and builds local wealth as part of Social Value delivery	Monitors Social Value delivery through contract management	Embeds Social Value in evaluation, contract management, and performance improvement
<b>Supporting Local Economies</b>	Directly aligned with CWB principles of local supply chain strengthening and inclusive growth	Ensures commitments to local benefit are delivered	Uses commercial insight and leadership to commission for place-based outcomes

## Our Vision

Taking into account the context Brent Council is operating in, the Council's vision for procurement is:

**We will harness innovative and high-quality procurement to create opportunity, tackle inequality, drive sustainability and deliver the best possible value for Brent's communities.**

To meet the needs of Brent's diverse communities, and the challenges facing them head on, it is important that we first design the right services, procure them in an effective and compliant way, and then ensure contractual commitments are fully met. This requires us to be innovative, to optimise value for money and identify opportunities for savings wherever possible – so every pound is spent wisely and we deliver value for money for our communities.

We will ensure that we use the Procurement Act 2023 to its best advantage, taking the time to carry out appropriate market engagement and other research to ensure that each project is fully considered and delivered in a timely manner.

In addition, we will ensure that procurement fosters and supports a successful, mixed and thriving local economy and voluntary sector in Brent that addresses local priorities. In turn, this will help to deliver broader social, economic and environmental benefits to Brent's residents.

Purposeful commissioning, sound governance and decisions aligned to strong commercial capability will enable and foster a culture of continuous improvement.

## **Underpinning Principles: Social Value, Community Wealth Building and Environmental Sustainability**

### **Social Value**

Social Value refers to the additional economic, social, and environmental benefits that procurement can create beyond the core function of procuring goods, services, or works, such as creating fair employment, reducing carbon emissions, strengthening local supply chains, and supporting community wellbeing.

Embedding Social Value throughout procurement ensures that every pound spent maximises positive outcomes for Brent's diverse residents and communities.

Across each cornerstone of this Strategy, Social Value will be a core evaluation and monitoring requirement. The organisation will set clear Social Value priorities aligned with local needs; manage contracts to ensure accountability for delivery of commitments throughout the contract lifecycle; and report regularly on Social Value achievements and the community impact.

This Procurement Strategy sits alongside and is informed by the Council's Social Value Statement.

### **Community Wealth Building**

Community Wealth Building is a people-centred approach to economic development that keeps wealth within local communities. It is focused on increasing local economic participation, strengthening local supply chains and ensuring fair employment and responsible business practices. Procurement is one of the key levers that can generate jobs, opportunity and wealth for local people.

### **Environmental Sustainability**

Brent Council is committed to ensuring that its procurement activity supports positive environmental sustainability outcomes, such as mitigating carbon emissions, building resilience to the impacts of climate change, reducing waste, improving air quality, promoting biodiversity and enhancing green space. Improving environmental

sustainability throughout our supply chain is an essential component of our commitment to reduce our environmental impact and lead by example.

## **Cornerstone 1: Community Wealth Building**

### **Our intent**

Community Wealth Building, and delivering broader social value, is at the heart of our approach to procurement. We will look to increase local economic participation, strengthen local supply chains, and ensure fair employment and business practices. We will leverage, tailor and facilitate social value contributions made by contractors to help alleviate the impacts of the 'cost of living' crisis for Brent residents.

We will use procurement to support local economic resilience and keep public spending circulating within the local economy to increase local employment, skills and learning opportunities. We will find ways to support local suppliers to do business with us.

We will strengthen relationships to work in partnership with local suppliers, SMEs, VCSE organisations, and social enterprises to strengthen local communities and tackle inequality in Brent.

We will encourage fair work, inclusive employment practices, and green business activities.

This cornerstone of the Strategy will be tailored over time to ensure alignment with the Council's evolving approach to community wealth building.

### **Key actions**

To deliver on our intent we will:

1. Increase opportunities for local suppliers, SMEs and VCSEs through early market engagement and simplified procurement processes. This will include holding regular, local Meet the Buyer days to increase awareness of tendering opportunities and support participation.
2. Break large contracts into accessible lots where appropriate.
3. Publish annually, via Cabinet, a rolling 3-year procurement forward pipeline and maintain a live contract register, to support supplier visibility and early market engagement.
4. Pay 95% of valid SME and VCSE organisation invoices within 30 calendar days to improve financial stability for local SMEs and VCSE organisations, and publish monthly performance data to demonstrate transparency and reliability.

5. Adopt the “Freepay” approach for qualifying organisations to support the cashflow of local SMEs.
6. Adopt a credible Social Value measurement framework and apply a minimum 10% Social Value weighting for all medium and high-value procurements to ensure consistent, community-focused outcomes.
7. Deliver – directly or by suppliers – at least four digital procurement training sessions per year for SMEs and VCSE organisations.
8. Require suppliers to work to the Council’s Good Work Standard and explore further options for building on and strengthening employment protections, which could be achieved through mechanisms such as a Fair Work Charter. We will continue to require all suppliers to adopt the London Living Wage.
9. Increase contractor collaboration on tackling poverty and inequality in Brent.
10. Ensure robust due diligence to combat modern slavery and exploitation.

## **Cornerstone 2: Effective Contract Management**

Contract management ensures external spend delivers what the Council expects. Effective contract management improves value for money, realises Social Value and community benefits, reduces risk, and encourages suppliers to innovate in response to local needs.

### **Our intent**

Through strong contract management we will maximise Social Value, improve resilience and oversight of risks, and drive innovation through continuous dialogue with our supplier base. This will support the Council to achieve its broader, strategic goals.

Our contract management decisions will be based on robust data, to strengthen supplier relationships and to support SMEs and VCSE organisations with proportionate requirements.

### **Key actions**

To deliver on our intent we will:

1. Segment contracts (over £100k value) to ensure they are resourced and managed effectively and appropriately as per their risk and value.

2. Implement quarterly supplier performance scorecards for all Platinum and Gold suppliers. Suppliers scoring below expected thresholds for two consecutive quarters will be required to have an improvement plan within 30 days.
3. Track KPIs of all Platinum and Gold contracts, including clear, measurable Social Value delivery targets, aligned with Brent's priorities by 2027.
4. Carry out robust risk assessments of major contracts, issuing regular six-monthly executive reports for Platinum contracts.
5. Adopt a one-council approach to monitoring delivery of suppliers' performance to ensure their commitments translate into measurable community and commercial benefits. This could include aligning contractual and s106 commitments and developing an approach to strategic relationship management.
6. Support suppliers to deliver goods and services in low carbon and environmentally sustainable ways, consistent with Brent's procurement sustainability policy commitments.
7. Ensure timely decisions on whether to extend contracts with adequate consideration of alternative options, appropriate consultation and engagement.
8. Enhance the skills and capabilities of contract managers across the Council through ongoing training.
9. Improve the management of contract and spend data so that performance and spend reporting is easier, clearer and more reliable.
10. Develop and deliver initiatives to support supplier development in the SME and VCSE sectors.

## Cornerstone 3: Leadership, Commercial Capability and Innovation

Leadership, Commercial Capability and Innovation is about strengthening the procurement function and our approach to procurement so that it operates strategically, delivers value for money, and adopts innovative and compliant approaches that are aligned with national best practice. It is about building strong leadership with skilled commercial professionals, embedding robust governance processes, and engaging early with insight-led, innovative and digital solutions across the organisation. This isn't just about improving the Council's procurement teams – improvements in commercial capability will be driven across the whole organisation.

### Our intent

We will strengthen our leadership and commercial capability across the organisation by building a confident, skilled and commercially astute procurement and commissioning workforce. As part of this, we will release strategic capacity within our procurement teams, by devolving more power to commissioners and services – particularly for low value/low risk requirements.

We will enhance organisational governance, transparency and accountability in procurement and contract management. We will ensure strong compliance with national standards, digital platforms and evolving legislative requirements.

We will embed social value, ethical practice and environmental responsibilities in our commercial decision-making. We will promote innovation, market insight and forward planning to drive better outcomes and improved value for money.

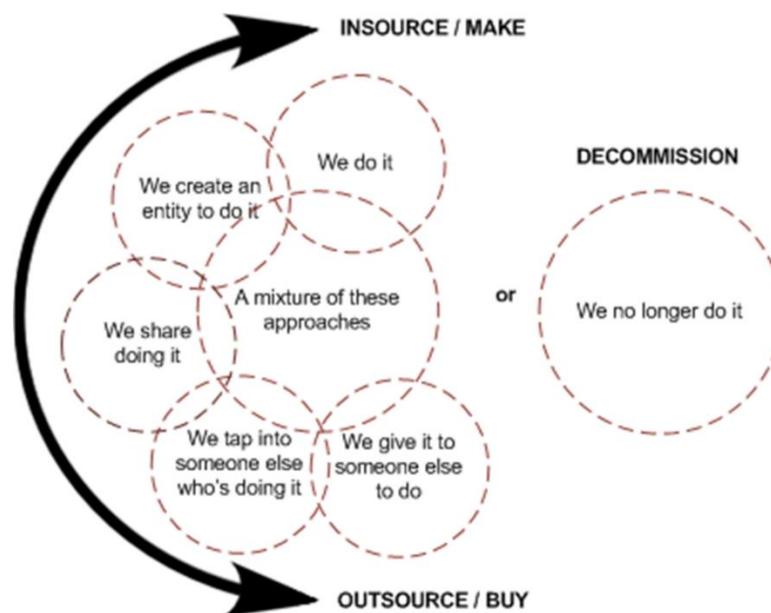
### Key actions

To deliver on our intent we will:

1. Ensure that all staff involved in procurement and commissioning receive accredited commercial training every two years, to develop their technical procurement skillset, leadership capabilities and category knowledge.
2. Strengthen procurement governance frameworks, delegated authority processes and decision-making assurance.
3. Agree, via Cabinet, and maintain a 3-year procurement pipeline and use early market engagement and analysis to support commercial strategies.

4. Transition to a centralised Contracts Register by Q2 2026/27, improve data use to inform procurement insights and deliver training to improve procurement efficiency and data-driven decision-making.
5. Use a defined Social Value measurement framework and minimum 10% Social Value weighting across applicable procurements.
6. Deliver continual annual improvement in value for money through stronger commercial practices.
7. Require all suppliers of Platinum, Gold and Silver contracts to complete Modern Slavery and EDI and human rights due diligence prior to contract award. Non-compliance will be considered a material breach of contract. This ensures procurement reflects national and community expectations around fairness, equality, and ethical practice.
8. Carry out full options appraisals for all major procurements in our three-year procurement pipeline to ensure we deliver the right outcomes for our residents. We will aim to optimise affordability and value for money, ensure the delivery of high-quality services, and secure the delivery of community benefits. When analysing the procurement pipeline, and considering new opportunities to procure goods and services, we will explore the potential to deliver services differently and in ways that will drive social value outcomes.

There are many potential service delivery options that fall into the following broad categories:



Driven by the procurement pipeline, the Council's approach is:

1. To initially evaluate the option of in-house delivery
2. If this is not viable, then explore the capacity within the VCSE sector and joint commissioning with other public bodies as delivery options.
3. If this is not viable, then explore more broadly within the private sector.

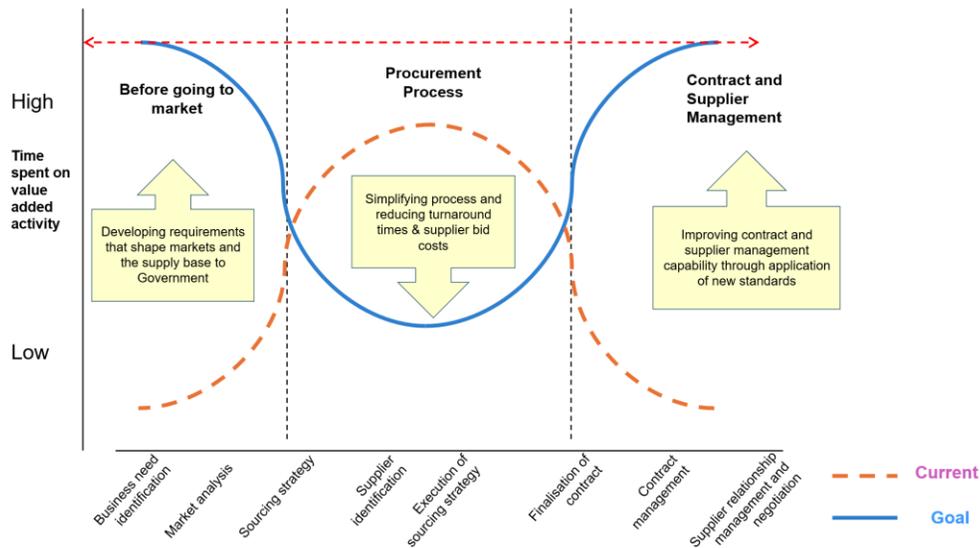
## **Operational implementation**

We will embed this Strategy throughout the commissioning and procurement cycle to provide the greatest impact possible, while ensuring that our suppliers are clear about their role and prepared to make any necessary improvements.

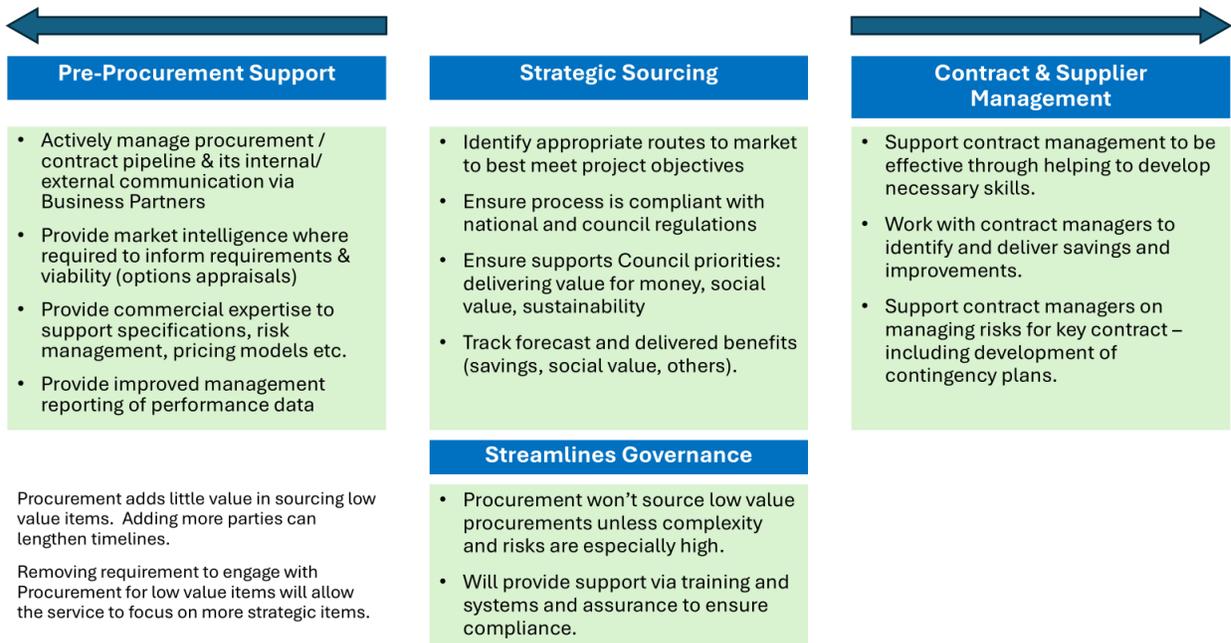
The improvements arising from the Procurement Improvement Programme provide a sound basis to establish and grow enduring relationships to ensure delivery of community benefits and value for money. These include:

- Directorate Procurement Groups to advocate for and lead change within services
- A contract management community of practice to drive continuous improvement and share best practice
- A programme of ongoing learning and development for staff involved in procurement and managing contracts
- Increased focus in pre- and post-procurement activities to focus where value creation or the risks of value loss are greatest, as depicted in the following diagrams.

## Future focus for Procurement Activities



## Broadening Procurement's Offer



## What this strategy means for...

Suppliers	SMEs and VCSE organisations	Brent residents	Brent Council staff
<ul style="list-style-type: none"> <li>• A better understanding of the goods and services Brent is looking to procure – so you can plan more effectively.</li> <li>• A closer and more strategic working relationship with the Council.</li> <li>• More support from the Council to embed Social Value across your business.</li> <li>• Stronger monitoring of contract performance.</li> </ul>	<ul style="list-style-type: none"> <li>• More opportunities to provide goods and services to the Council.</li> <li>• Increased opportunities to connect with the Council and understand its needs.</li> <li>• More support from the Council to embed social value across your organisation.</li> <li>• Easier ways of doing business with the Council.</li> </ul>	<ul style="list-style-type: none"> <li>• Exposure to a wider range of job opportunities.</li> <li>• An increase in the number of jobs available to Brent residents.</li> <li>• Better protection of your employment rights.</li> <li>• More opportunity to start a sustainable business in Brent.</li> <li>• A cleaner, greener borough.</li> </ul>	<ul style="list-style-type: none"> <li>• More opportunities to get involved in procurement and manage relationships with suppliers.</li> <li>• More training and development opportunities.</li> <li>• Stronger use of data and digital solutions to support good outcomes.</li> <li>• More opportunities to innovate and work with community-based partners.</li> </ul>

## Monitoring and measuring success

The Council is committed to monitoring its progress on this strategy – and reporting on that transparently.

An Annual Procurement Outcome Report will summarise the previous year’s achievements. This will be published in the first quarter of each financial year.

A range of Procurement KPIs will be implemented to track the Council’s performance and drive improvements. These may cover:

- Addressable Council Spend with SMEs, VCSEs and local suppliers within the Borough of Brent and the West London Alliance area.
- Contracts are segmented and managed to the required standard.
- Delivery of savings through procurement and contract management, including through Fasttrack.
- Positive environmental sustainability outcomes delivered through procurement.
- Sustaining and building upon the improvements from the Procurement Improvement Programme.

The Council’s Commissioning, Procurement, Contract Management and Assurance Board (CPCMAB) will monitor progress on delivering the Strategy.

Delivery of this strategy will also contribute towards wider Brent corporate and borough plan objectives and outcomes. It will also demonstrate how we are contributing the national procurement strategy themes.

 <p style="font-size: 24pt; font-weight: bold; margin-top: 10px;">Brent</p>	<p style="font-weight: bold; margin: 0;">Cabinet</p> <p style="margin: 0;">9 March 2026</p>
	<p style="font-weight: bold; margin: 0;">Report from the Corporate Director of Service Reform and Strategy</p>
	<p style="font-weight: bold; margin: 0;">Lead Member – Cabinet Member for Climate Action &amp; Community Power (Councillor Jake Rubin)</p>
<p style="font-weight: bold; margin: 0;">Corporate Performance update and Q3 reporting</p>	

<b>Wards Affected:</b>	All
<b>Key or Non-Key Decision:</b>	Key
<b>Open or Part/Fully Exempt:</b> <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	Open
<b>List of Appendices:</b>	One Appendix A: <a href="#">Borough Plan Q3 Scorecard</a>
<b>Background Papers:</b>	None
<b>Contact Officer(s):</b> <small>(Name, Title, Contact Details)</small>	<p>Jon Cartwright, Head of Change and Customer Insight 020 8937 1742 <a href="mailto:Jon.Cartwright@brent.gov.uk">Jon.Cartwright@brent.gov.uk</a></p> <p>Tom Pickup, Policy and Performance Manager 020 8937 4116 <a href="mailto:Tom.Pickup@brent.gov.uk">Tom.Pickup@brent.gov.uk</a></p> <p>Anisha Fernandes Senior Performance Officer, Partnerships 020 8937 3927 <a href="mailto:Anisha.Fernandes@brent.gov.uk">Anisha.Fernandes@brent.gov.uk</a></p> <p>Daniel Henderson Senior Performance Officer, Partnerships 020 8937 2841 <a href="mailto:Daniel.Henderson@brent.gov.uk">Daniel.Henderson@brent.gov.uk</a></p>

**1. Executive Summary**

- 1.1. The purpose of this report is to set out the council's performance position for Q3 2025/26, using the Borough Plan performance scorecard.

## **2. Recommendation(s)**

Cabinet is asked to:

2.1. Discuss and endorse the Borough Plan 2025/2026 performance reporting for Q3 set out from 3.3 and included in Appendix A, and:

2.1.1 Consider the current and future strategic risks associated with the information provided and agree remedial actions on strategic risks as appropriate.

2.1.2 Challenge progress with responsible officers as necessary.

## **3. Detail**

### **3.1. Cabinet member Foreword**

3.2. This report includes detailed reporting against the full suite of Key Performance Indicators (KPIs) developed to monitor delivery of the desired outcomes (i.e., 'what success will look like' measures) set out in the Borough Plan 2023-2027: Moving Brent Forward Together. This includes progress updates for key activities and commentary against targets aligned to each of the five priority areas:

- Prosperity and Stability in Brent
- A Cleaner, Greener Future
- Thriving Communities
- The Best Start in Life
- A Healthier Brent

### **3.3. Borough Plan performance Q3**

3.3.1 The Q3 performance scorecard includes a total of 60 key indicators from the Borough Plan.

3.3.2 Each KPI is assigned a Red, Amber, or Green rating based on its performance against the quarterly targets.

- Green – KPI has met or exceeded its target.
- Amber – KPI is slightly off target, falling between 0.01% and 5% outside the target.
- Red – KPI is significantly off target, exceeding 5% variance from the target.

3.3.3 Of the 60 Borough Plan indicators reported this quarter, 52% were green, 23% red and the remainder amber or contextual. Performance breakdown for Q3 Borough Plan indicators.

Table 1

Priority	Red	Amber	Green	Contextual
Prosperity and Stability in Brent	5	1	11	4
Cleaner, Greener future	0	0	9	4
Thriving communities	0	0	3	5
The Best start in life	7	0	2	0
A Healthier Brent	2	1	6	0
Total	14	2	31	13

3.3.4 Overall, performance remains stable, with majority of the indicators meeting or exceeding target, there are a few KPIs that have remained red across Q1-Q3, which are primarily influenced by sustained contextual pressures rather than short term operational performance. Key themes include homelessness pressures and rising demand for temporary accommodation; increased complexity and demand within Children’s Services and Adults Social Care; and workforce and market pressures impacting timeliness measures. These areas are being actively managed through targeted improvement plans, prevention-focussed programmes and strengthened oversight arrangements.

3.3.5 KPIs that have shown recent improvement from long term red rating:

- Average time for processing notification of change of circumstances

## Prosperity and Stability in Brent

### Red KPIs

3.3.6 A total of 29 job outcomes were achieved through Brent Works in the quarter, bringing the total to 97 so far this year, below the quarterly target of 112 and resulting in a red rating. However, we are on track to achieve the annual target.

3.3.7 i4B has acquired 3 homes for this quarter with a total of 6 properties so far this year. There are currently 13 properties in conveyancing.

3.3.8 We had a total of 2,417 households in temporary accommodation this quarter, against a target of 2,100, resulting in a red rating. High demand for homelessness services has continued in Q3, contributing to sustained growth in temporary accommodation numbers. Officers remain focused on homelessness prevention through the Preventing Homelessness Change Programme and other initiatives aimed at reducing pressure on temporary accommodation. However, there has been a further spike in bailiff warrants, as some landlords have moved to evict tenants ahead of the planned cessation of Section 21 “no fault” evictions due to commence on 1 May.

3.3.9 The number of Houses in Multiple Occupation (HMOs) licensed within the borough currently stands at 4,164, below the target of 5,500, resulting in a red rating for this KPI. There was no Additional licence scheme for one year, which

affected the total number of HMOs licensed in the Borough. The new scheme starts on 2 February 2026, which will increase the number.

- 3.3.10 31 properties were refurbished and brought back into use, missing target of 50, rating this KPI as red.

### **Green Amber and contextual KPIs**

- 3.3.11 14,578 residents accessed the community hubs, exceeding the target of 10,500. Brent Hubs recorded 90 fewer enquiries in December 2025 than in November 2025. This may be because, as Christmas approached, there were fewer operational days and residents tended to defer non-urgent needs over the holiday period. Overall, year to date 80.5% of enquiries at community hubs were resolved at the point of contact. For Q3 this was 74%, which slips below the accepted KPI of 75%.
- 3.3.12 The percentage of jobs secured paying the London Living Wage (LLW) was 82% continuing to exceed the target of 80% and achieving a green rating.
- 3.3.13 The average number of days taken to process new benefit claims was 18.4 days, which continues to exceed the target of 22 days. The team is working on clearing all unassigned CTS new claims and reducing diary work.
- 3.3.14 Percentage of Black, Asian and Minority Ethnic employees remained consistent at 71.3% which is which remains the highest across all London Borough's.
- 3.3.15 Brent Start recorded an overall achievement rate of 94% above the 93% target and rated green. The achievement rate is based on the learner results from 24/25.
- 3.3.16 Percentage of local suppliers used in this quarter was 26%, exceeding target of 25%. Local suppliers are defined as suppliers who have a Brent Post code. These can be a mix of local businesses and national organisations who have a presence in Brent.
- 3.3.17 A total of 45 local apprenticeships and work experience opportunities were delivered, exceeding the target of 20 and rated Green. Through our social value commitments, we continue to create apprenticeships and work experience opportunities, with a particular focus on disadvantaged groups, for the Brent community
- 3.3.18 There were 9 job and apprenticeship opportunities created in growth industries across the borough bringing the year-to-date total up to 30, exceeding the target of 23. A significant proportion of these apprenticeships are in construction, which remains a key growth sector
- 3.3.19 The average days taken to process change events was 4.5, an improvement from the previous quarter, meeting the target of 5 days and resulting in a green rating for the first time this year. Although a higher volume of CIC changes were

processed in December, we have noted a positive correlation in these cases being actioned in a timely manner.

- 3.3.20 The average number of days to process RSF applications was 20, continuing to improve and resulting in this KPI moving from amber to green. Although processing days have remained the same during the quarter, plans are in place to further reduce processing times.
- 3.3.21 A total of 11 apprenticeship outcomes were achieved through Brent Works in the quarter, bringing the year-to-date total to 26, lightly missing the target of 37 and rating it amber.
- 3.3.22 This year, a total of 1,349 referrals were made to food banks via Brent Hubs.
- 3.3.23 A total of 888 applications were made to the Resident Support Fund (Digital Support Package), with 295 received in Q3. During the quarter, we continued to develop plans for a laptop collection service in partnership with the Customer Service Centre. To ensure the service delivers the best possible outcomes, opportunities for further improvement were identified and an enhanced pilot service has been agreed for March 2026. A key highlights this quarter has been the successful reduction in application processing times, consistently maintaining turnaround within 20 days between October and December 2025. We remain focused on building on this progress by further streamlining processes and continuing to improve response times.
- 3.3.24 Eight affordable homes have been delivered by external providers, including Section 106 arrangements. All homes expected from external providers for the 2025/26 period have been delivered.
- 3.3.25 No new council homes were delivered this quarter due to a handover delay; delivery is expected to pick up in Q4.

## **Cleaner, Greener Future**

### **Red KPIs**

- 3.3.26 34 new Electric Vehicle fast chargers have been installed across the borough, resulting in red rating missing target of 45. We are currently awaiting LEVI funding via a joint LA funding initiative to continue installing new charge points.

### **Amber, Green and Contextual KPIs**

- 3.3.27 100% of reported and inspected Category 2 defects were repaired on time, exceeding the 98% target. All works were attended to within the 7-day and 28-day contractual timelines, reflecting strong service performance.
- 3.3.28 In Q2, 97.7% of residential fly-tips were cleared by the contractor within 48 hours, exceeding the 95% target and earning a green rating. We continue to work above the agreed contractual target

- 3.3.29 Annual percentage carbon emissions reduction from the Council's own estate and operations made a 71.9% reduction against the 2010–11 baseline, exceeding the 71.7% target. This is an annually calculated dataset, the most recent figures are for 2024-25. Small increase in 2024-25, the council is currently working on its Net Zero Estate Route map which will strategically support the interventions required to continue to see this figure trend downwards in the coming years.
- 3.3.30 459 bike hangers have been installed, significantly exceeding the target and resulting in a green rating. 17 new bike hangers are planned for installation in Q4.
- 3.3.31 The proportion of borough schools with a School Street scheme reached 45%, above the 39% target. We are currently completing feasibility studies to assess suitability of introducing new school streets within the borough.
- 3.3.32 Brent has a recycling rate of 30.6%. We are still within our recycling rate target despite the % decrease in comparison from the previous quarter. We have noticed an overall decrease in recycling tonnage in comparison to previous quarters. This could be due to EPR (Extended Producer Responsibility) which incentivizes manufacturers to use less packages for their products, meaning there is less packaging entering the waste stream. Furthermore, less garden waste was collected due to seasonal variance.
- 3.3.33 A total of 9,770 fly-tipping incidents were investigated, exceeding the target of 3,000 and earning a green rating.
- 3.3.34 The proportion of sites failing street cleansing standards for litter was 3%, significantly better than the 9% threshold. NI195 is a former national indicator and best practice indicator of roads and pavements. Weekly inspection are completed by NHM's jointly with our contractor and street cleansing standards are at an acceptable level
- 3.3.35 The average kilograms of residual waste collected per household was 105kg of the target, exceeding the 104.9kg threshold and lower than the previous quarter. We are currently achieving our target in Q3. Despite this, rejected recycling continues to adversely affect this figure as rejected recycling is processed as residual waste.
- 3.3.36 A total of 888 formal enforcement actions for fly-tipping this quarter with 2,653 actions YTD. Enforcement activity remained steady and is consistent with seasonal averages.
- 3.3.37 So far this year, 272 community projects have received Together Towards Zero funding. We are continuing to work through the round 4 applications for the Together Towards Zero Small grants scheme and are closing in on 100 total successful community applications since the scheme began in 2022. Round 4 applications are likely to close at the end of this financial year with prospective funding secured for Round 5 which would be due to launch following the local elections in May 2026.

3.3.38 A total of 4,209 Council housing stock (domestic) units have been retrofitted with at least one energy efficiency measure since 2019. This data is drawn from the council's housing asset database and has been added to thorough works as part of the asset management program and completion of the Social Housing Decarbonization Scheme over the past year. This is an annual figure and was included in the Climate Action Data Dashboard which was updated and published on Open Data in December 2025.

## **Thriving Communities**

### **Red KPIs**

3.3.39 No Red KPIs

### **Green and Contextual KPIs**

3.3.40 A total of 659,837 books were issued , including Home Library/Outreach Service and e-downloads. Performance was driven by continued high e-Library usage and strong results at Harlesden, Willesden Green and Wembley libraries. While Ealing Road and Kingsbury libraries narrowly missed targets in some months, overall service performance exceeded target levels, including during December, which is typically a quieter period. Ongoing KPI improvement plans and increased community and school engagement activity continue to support positive performance. We're driving change January! Library & Outreach Managers are leading the charge with KPI Improvement Action Plans—targeted projects designed to tackle challenges head-on and spark positive results.

3.3.41 Library visits totalled 903,069. reflecting generally strong performance across the quarter. Harlesden Library consistently exceeded its visitor targets, recording significant uplifts each month, while Kingsbury and Wembley libraries also achieved or closely met targets during parts of the quarter. Willesden Green and Ealing Road libraries recorded lower footfall in some months, and November figures were additionally affected by a temporary footfall counter issue at Wembley Library, which is being resolved. Overall performance was close to target levels by the end of the quarter. Ongoing KPI improvement plans, expanded school engagement and strengthened community outreach activity continue to support efforts to increase visitor numbers across all library locations. Early January focuses on school engagement—strengthening our class visit programme and building stronger links. As we move further into January and February, our attention shifts toward revitalising our community presence: working closely with local schools and neighbourhood groups to promote the importance of our library services and foster long term connections. At the same time, Library & Outreach Managers are progressing with KPI Improvement Plans, leading targeted initiatives designed to address key issues and drive meaningful improvements.

3.3.42 73 hours contributed toward supporting events within the community exceeding the quarterly target of 65. We continue to extract social value commitments

through our Procurements in supporting the delivery of better outcomes for the community through training and events.

3.3.43 Between the Grants and Community Engagement teams, there were a total of 56 individual visits, attendances, or engagement activities delivered in the community over the last quarter, and 177 year to date. These activities covered a wide range of events, partnership meetings and community initiatives, including Black History Month celebrations, the Chalk Hill Community Centre committee meeting, an Ethiopian community event, a visit to the Royal Philharmonic Orchestra HQ, the OK Club sharing workshop, and a Brazilian community Christmas event, among many others.

3.3.44 A total of 69 grants were awarded this quarter, comprising 57 NCIL projects and 12 Community Chest projects, bringing the year-to-date total to 102.

- NCIL: The Cabinet decision of June 2025 formally agreed the NCIL funding process for 2025-26. A boroughwide officer led distribution model was agreed. The grant opened for applications in June where we received 36 main applications. Following an assessment process this resulted in 17 main projects being submitted to Cabinet for approval. The 17 main projects were approved for funding by Cabinet in September 2025. The 17 main projects represent 57 individual projects from across multiple service areas and will benefit residents and communities across the borough.
- Community Chest: The Community Chest grant is run in partnership with Wates and Action funder, and the Community Social Infrastructure team have been providing vital support. Following a successful pilot round in May the round two opened in September. This was open to Brent's voluntary and community sector and Brent schools. Circa 144 applications were received and following an assessment process 12 organisations were selected for funding.
- I AM Brent: During this period the CSI Team also provided support to the I AM Brent microgrant, open from 17 November 2025 to 21 January 2026. This grant offered up to £5000 for one-off projects to help young people, their families and associated community members in Chalkhill Estate, Church Road Estate, Harlesden Town Centre, St Raphael's Estate and Stonebridge Estate stay safe from violence, with a focus on grassroots organisations and local residents.

3.3.45 A total of £8.6 million was awarded through grant funding this period.

- NCIL: £8,397,481 allocated across approved projects, of which 22 projects exceeded £100k in individual value and 35 projects were under £100k.
- Community Chest: £84,065 awarded, with individual grant values ranging between £3,000 and £10,000.

3.3.46 The Resident Support Fund has approved 3,296 applications to date. A total of £338,295.70 in funding was approved this quarter, supporting 815 households

overall, including 485 households with children and some of our most vulnerable residents. We have also agreed in principle to launch an innovative pilot project with a partner from the Targeted Prevention Hub. This initiative will support households with young people at risk through a new payment system that enables secure SMS verification and rapid access to funds via ATM withdrawals.

- 3.3.47 206 people attended the Brent Connects forums autumn round that took place throughout October 2025, with the Harlesden and Willesden sessions delivered in person, while the remaining meetings were held online. Attendance patterns showed that both in-person events attracted significantly higher numbers compared to the online sessions, making them the two best-attended meetings of the month.

## **The Best Start in Life**

### **Red KPIs**

- 3.3.48 The percentage of Looked After Children (LAC) in education, employment or training for Year 12 and 13 has reduced by 3% to 73% from Q2. The Q3 2025 outturn is 6.3% higher than Q3 2024, indicating that young people are being better supported to access EET opportunities.
- 3.3.50 A total of 27 young people participated in Brent Youth Parliament (BYP) activities, just missing the target of 30 and resulting in a red rating. 8 young people attended BYP in October and 19 in November. There was no meeting in December. Brent Youth Parliament Young people were also active at a range of other Brent, London and national events this quarter. In October 1 BYP rep attended the Safer Neighbourhood Board meeting. In November 2 BYP reps went to the UK Youth Parliament in the House of Commons and 12 BYP reps were guests of Georgia Gould MP at Parliament. BYP reps also attended the London Assembly Meeting, Full Council, London Youth Assembly West Forum and 1 BYP rep was part of The Memo Podcast interview. In December 2 BYPs reps attended a Brent Youth Strategy meeting and 2 reps contributed to the CYP CD staff conference.
- 3.3.51 33 young people participated in Brent Care Journeys 2.0 activities, just 2 young people below the 35 target. During this quarter, Care Leavers continued to contribute to Brent Council Strategic activities as well as take part in fun activities. 8 Care Leavers attended the Voice and Influence subgroup in both October and November, and 5 Care Leavers attended Corporate Parenting Committee in October. Also in October, 2 Care Leavers supported interview panels for Heads of Service recruitment, and the BCJ 2.0 (11-17) Halloween fun day was attended by 5 young people and 4 Care Leavers. In November, 4 young people attended a session with Ofsted Inspectors during the Focused Visit, 3 Care Leavers attended an employability session and 6 young people and 2 Care Leavers attended the BCJ 2.0 end of year party. In December, 8 Care Leavers attended an end of year dinner and 2 Care Leavers contributed to the CYP CD staff conference. During this quarter there was the Care Leavers Month, which was highly successful and many young people attended events

related to this rather than BCJ 2.0 sessions. Attendance at Brent Care Journeys has been increasing with the co-production of the 2025/2026 programme with young people contributing to increased attendance. The Participation Team remain focused on further increasing the numbers of children and young people participating and ensuring maintained engagement.

- 3.3.52 The percentage of care leavers aged 19-21 who are engaged in education, employment, or training (EET) for those with birthdays in Q3 is 54%. This is 5% less than Q2, the same as Q1 and is 3% below the target of 57% which rates it as red for this quarter. This is a KPI which varies from quarter to quarter due to the relatively low cohort size.
- 3.3.53 The proportion of children on a child protection plan for a second or subsequent time has continued to increase to 17.3% this reporting year. Although this is above our 12% target, it remains below statistical neighbours and national figures. An audit of all repeat CP cases will be conducted in Q4. The activity was paused due to the Ofsted focused visit in November 2025.
- 3.3.54 Only one contract management and quality assurance visit was carried out in Q3 which brings the YTD total to 12, 4 fewer than the YTD target of 16 (making the indicator red). As of mid-January 2026, 5 quality assurance visits have already been undertaken with further visits scheduled, so the expectation is this KPI will be green by the end of the financial year.

### **Amber, Green and Contextual KPIs**

- 3.3.55 There were no permanent exclusions recorded this quarter (0%) among young people from Black African, Caribbean and Somali communities. A significant reduction compared to earlier quarters (Q1: 50%, Q2: 43%).
- 3.3.56 A total of 42 young people participated in Care Leavers Hub activities; 8 Care Leavers attended a meal out in Wembley in October and 6 went ice skating in December. November was Care Leavers Month, which this year ran for a full month rather than a week, with a range of activities held that culminated in a celebration event attended by over 30 Care Leavers. In Care Leavers month, 9 different events were held which included a MasterChef Challenge round and final, a football match between staff and Care Leavers in which 17 Care Leavers and CYP/CD Managers participated. There was also two games night, a podcast discussion, employability workshop and a Gordon Brown Centre away day to incorporate employability skills into the month-long event, all of which was planned and delivered by Care Leavers themselves.
- 3.3.57 Family Wellbeing Centres (FWCs) continue to have a strong reach measured by the number of registered users who have had a contact with a FWC. 7357 in Q3 is comparable with 7607 for Q2.

## **A Healthier Brent**

### **Red KPIs**

- 3.3.58 The percentage of Care Act assessments completed within 28 days of referral remains at 38.4%, against an ambitious target of 80%. Analysis across teams shows variation in completion rates, with some completing a higher percentage of assessments within 28 days than the current average (e.g. Reablement achieve 64% within 28 days). Data has been shared with Heads of Service and Service Managers to develop individual team plans to raise performance and develop robust action plans. An additional project team has been put in place to support on completing assessments that have already been waiting longer than 28 days, while new work goes through triage and the Visiting Team. This approach will help to increase the timeliness against the KPI whilst not disadvantaging those already on the waiting list
- 3.3.59 Admissions of younger adults to residential and nursing care homes was 8.5 per 100,000 population, marginally higher than the target of 8, rating it red. The number of long-term placements remains below the 2024/25 London mean of 11.4. With a year-end target of 10 and a Q3 position of 9, we are on track to meet our expected performance. All long-term placements go through the service's Quality Assurance Management (QAM) process to ensure they are the right placement to meet need. We will continue to ensure placements are the right option for individuals, prioritising independence wherever possible. Brent continues to benchmark favourably in this area in relation to other London boroughs.

### **Amber and Green KPIs**

- 3.3.60 In Q3 new birth visits (NBV) within 14 days were slightly below the target at 94.9% against a contractual target of 95%. The visits within 30 days were however above the target at 99.1% (vs target of 98%). On a YTD basis NBV in 14 days remained above target at 95.9% and 30 day visits at 99.1%.
- 3.3.61 The latest data for numbers of adults in structured treatment for opiates and alcohol, as reported by National Drug Treatment Monitoring System (NDTMS), was 1,416 (rolling 12-month data to October 2025). This represents good progression towards the year-end target of 1,425.
- 3.3.62 The Brent Health Matters programme (BHM) has engaged with 539 organisations, exceeding the target of 500 and resulting in a green rating. These figures relate to organisations engaged with the BHM programme. The number of organisations engaged with has increased during this quarter. We have seen community organisations generally move from the informing stage to the co-creating and empowering stages which meets our aim.
- 3.3.63 We had 172 community events in Q3, a total of 626 held YTD, including all Public Health team health promotional events, Brent Health Matters health promotion events and BHM health and wellbeing events. With this, we have met the annual target of 500.
- 3.3.64 We had 922 health checks this quarter, bringing the YTD total to 3,412, exceeding the target of 2,500. At some outreach events, a number of health checks are completed and include BMI, blood pressure, heart rate and diabetes

risk score. We continue to reach out to communities who don't routinely engage with health and care services, and to emerging communities, to carry out health and wellbeing events

- 3.3.65 Admissions of older adults to residential and nursing care homes per 100,000 population was 279, lower than the target of 306. Q3 saw continued strong management around long-term placements for older adults, ensuring alternatives to residential and nursing placements are always explored before any admission decision is made at QAM.
- 3.3.66 The proportion of people who required no ongoing support following reablement was 76.5%, exceeding the target of 75%. While Q3 has seen a higher number of individuals moving from reablement into long-term care compared with previous quarters, year-to-date performance continues to remain above target.

#### **4. Stakeholder and ward member consultation and engagement**

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

#### **5.0 Financial Considerations**

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

#### **6.0 Legal Considerations**

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

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

- 7.1 There are no direct diversity implications. The Learning, growth and culture 'perspective' of the Balanced Scorecard is designed to increase visibility of some existing EDI measures in relation to Brent staff.

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

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

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

9.1 There are none.

**10.0 Communication Considerations**

10.1 There are none.

**Related document(s) for reference:**

[Cabinet 8 December 25 - Corporate Performance Update & Q2 Reporting](#)

**Report sign off:**

***Rachel Crossley***

Corporate Director Service Reform & Strategy

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 <b>Brent</b>	<b>Cabinet</b> 9 March 2026
	<b>Report from the Corporate Director Service Reform and Strategy</b>
	<b>Lead Member – Cabinet Member for Adult Social Care, Public Health and Leisure (Councillor Neil Nerva)</b>
<b>Authority to Direct Award a Contract for Children’s Public Health Services (0-19 years) Health Visiting and School Nursing</b>	

<b>Wards Affected:</b>	All
<b>Key or Non-Key Decision:</b>	Key
<b>Open or Part/Fully Exempt:</b> <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	Open
<b>List of Appendices:</b>	One Appendix 1: Equality Impact Assessment
<b>Background Papers:</b>	None
<b>Contact Officer(s):</b> <small>(Name, Title, Contact Details)</small>	Marie McLoughlin, Consultant in Public Health <a href="mailto:marie.mcloughlin@brent.gov.uk">marie.mcloughlin@brent.gov.uk</a>

## 1.0 Executive Summary

- 1.1. The report relates to the direct award of a contract for 23 months in respect of the Children’s Public Health Services (0-19 years), Health Visiting and School Nursing, which also includes the child weight management service for children aged 0-5 years. This award is pursuant to the Provider Selection Regime (PSR) Process C. The request is for the authority to award the contract as required by Contract Standing Order 88. This report summarises the process undertaken and the recommendation to whom the contract should be awarded.
  
- 1.2. The current contract expires on 30<sup>th</sup> April 2026. A market engagement event was held on the 11<sup>th</sup> December 2025, but only four providers attended. Due to the lack of interest, an alternative route was considered for the future of the 0-19 years' service. The Commissioner was satisfied with the performance of the current provider Central London Community Healthcare NHS Trust (“CLCH”). As such, the PSR Process C is the best option because of the uncertainties with the changes to neighbourhood working, other changes in the NHS and the publication of the new Healthy programme this year.

- 1.3. The short duration of the 23-month contract allows officers an opportunity to review service once these changes have occurred, so that officers are clearer on what the expectations will be going forward from the Department Health and Social Care (DHSC). It will also allow officers to review the service and determine future contract requirements.

## **2.0 Recommendation(s)**

That Cabinet:

- 2.1 Approves the direct award of a contract under the Provider Selection Regime Direct Award Process C to Central London Community Healthcare NHS Trust for the provision of the Children's Public Health Services (0-19 years) Health Visiting and School Nursing for 23 months commencing 1 May 2026 to 31<sup>st</sup> March 2028

## **3.0 Detail**

### **3.1 Cabinet Member Foreword**

- 3.1.1 The Children's Public Health Service 0-19 years (Health Visiting and School Nursing) is currently provided by Central London Community Healthcare NHS Trust ("CLCH"). It delivers health visiting, school nursing services, the nationally mandated Healthy Child Programme and additional services specified locally by public health. These services include an intensive health visiting service to address health inequalities and healthy weight services. The current contract will expire 30<sup>th</sup> April 2026.

- 3.1.2 This report recommends that a new Children's Public Health Service 0-19 years (Health Visiting and School Nursing) (the "0-19 years' service") is direct awarded for 23 months using the Provider Selection Regime ("PSR").

- 3.1.3 Officers consider that the recommendation to direct award this Contract will contribute to Borough Plan Priorities as follows:

- The Best Start in Life
- A Healthier Brent

- 3.1.4 The delivery of the Healthy Child Programme promotes nurturing and bonding and underpins healthy development of babies and young children. Health visitors and school nurses play a critical role in safeguarding babies, children and young people. The 0 -19 service forms part of the integrated offer of early intervention and prevention for all families from conception to adulthood, delivered through our Family Wellbeing Centres.

- 3.1.5 As a universal and preventive health service, the children's public health service is central to ensuring that "children's physical health, mental health and wellbeing is prioritised" as per the Healthier Brent priority in the Borough Plan.

3.1.6 Approximately 3500 children are born in Brent every year. CLCH contact 90% - 98% of these children through child health reviews up to the age of 5. Alongside the reviews, the service delivers targeted interventions, such as the Maternal Early Childhood Sustained Home Visiting (MECSH) and Infant 2 School (I2S) programmes, which specifically address health inequalities for the more vulnerable families.

3.1.7 Officers also consider that the recommendation will contribute to the delivery of the Health and Wellbeing Strategy, specifically the commitments to

- Increase the uptake of healthy start card holders and vitamins
- Increase the number of children with a healthy weight
- Develop the MECSH and I2S programmes for families at risk of poorer health outcomes
- Expand the use of our Family Wellbeing Centres
- Reduce dental decay in under 5s
- Increase breast feeding rates

## **3.2 Background**

3.2.1 The Children's Public Health Service 0-19 years (Health Visiting and School Nursing) is due to expire, officers undertook a detailed service review, preparing an options paper and held a market engagement event. The purpose of this service review and market engagement was to begin exploring appetite of the market and possibly engage in an open procurement exercise.

3.2.3 Although 32 providers expressed an interest in the market engagement (a large proportion were not suitable as they had no experience in delivering a health service) the attendance at the event was low. Following the market engagement event, and due to the lack of market interest, officers are now recommending a direct award.

3.2.4 In addition to the above, there are new national guidelines for the Healthy Child Programme and potential changes across the regional NHS landscape. To allow for incoming changes, the direct award via PSR Process C will enable the Council to continue the existing service provision over this uncertain period.

## **3.3 The proposed contract**

3.3.1 The proposed contract will contain existing service delivery provisions of the 0-19 years service. The service provides a universal offer to all children in Brent with tailored and targeted interventions to address health inequalities. The service includes some statutory elements. There are 5 mandated reviews for early years, which are offered to all families. They are

- antenatal review between 28 – 36 weeks
- new baby review before 14 days
- 6 to 8 week review
- 1-year review
- 2 to 2 and a half year review

3.3.2 The scope of health visiting and school nursing services is wide given the diverse needs of individuals, families and communities. However, taken together the High Impact Areas provide an evidence-based description of where health visitors and school nurses can have a significant impact on health and wellbeing - improving outcomes for children, young people, families and communities and reducing the impact of health inequalities.

3.3.3 Whilst the school nursing team are not mandated to do child health reviews, they support children's young people and families where there are health needs, they are involved in safeguarding, they offer training, support in schools to achieve Asthma Friendly Schools, drop ins and safeguarding.

3.3.4 Over the past two years, there has been improvements across all five mandated checks, including an increase in coverage for new birth visit contacts from 85% to 98%. This has resulted in improved engagement with families across the borough.

### **3.5 Start for Life (Now known as Best Start in Life)**

3.5.1 In April 2022, the Government announced the Family Hubs and Start for Life programme, a collaboration between the Department for Education, the Department for Health and Social Care ("DHSC") and the Department for Housing, Levelling up and Communities. Through this programme, the Government committed £301.75m for local authorities to deliver start for life and family help services over the next three financial years. Brent Council was one of the 75 local authorities eligible to take part in this programme.

3.5.2 Following DHSC approval of the delivery plan submitted by public health, the Council was awarded an additional £1.7 million over 3 years to fund action on infant feeding and perinatal mental health until the end of March 2026. (Additional funds for the Family Hubs were secured by CYP). The clinical elements of the infant feeding service are currently being delivered by CLCH through a contract variation. These include specialist health visitors, lactation consultant and breast-feeding peer support workers.

3.5.3 In October 2025 the government agreed another 3 years funding for infant feeding and perinatal mental health until the end of March 2029.

3.5.4 Start for Life is now called Best Start in Life. This will be incorporated into the Children's Public Health 0-19 years (Health Visiting and School Nursing) service for the duration of the contract.

### **3.6 The rationale for the changes of certain elements of the contract**

#### **3.6.1 Vision screening**

- The current service uses Screensaver – Thomson model to test the children. The British and Irish Orthoptic Society does not support its use as Crowd log mar (screening tool) is seen as ideal.

- Vision screening is recommended to continue, but with a provider that conducts an orthoptic led service, in line with UK National Screening Committee recommendations. Staff should be trained by a local orthoptic department where children will be referred for any serious visual impairments. There are also concerns around parental engagement so there needs to be more rigorous referral pathway for the service.

### 3.6.2 Hearing screening

- The contract will no longer commission hearing screening as there is no requirement of local authorities to deliver hearing screenings for school children due to the mandatory automated otoacoustic emission (AOAE) test conducted at birth in the UK. The UK National Screening report finds there is “a lack of evidence suggesting an advantage to screening children at school entry age” as the test is not carried out in a soundproof room.
- In 2022, we found that less than 1% of children screened failed their second screening.
- A new pathway will be developed for those children born outside the UK and any children who develops a hearing problem. They will be referred to the audiology department at Willesden Centre for Care.

3.6.3 To ensure coverage continues across the borough, a new pathway will be implemented for audiology and vision.

## 4.0 Award Considerations

- 4.1 The Council, a relevant authority under the Health Care Services (Provider Selection Regime) Regulations 2023 ('PSR'), must follow the appropriate procurement process as determined by the PSR when procuring relevant health care services.
- 4.2 The PSR mandate using the following processes: a direct award process—which is subdivided into three forms of direct award (A, B, and C); the most suitable provider process; and competitive process.
- 4.3 Officers have identified Direct Award Process C as the most suitable process to procure the Contract for Children’s Public Health Services (0-19 years) Health Visiting and School Nursing and have addressed its requirement as follows:

Ref.	Requirement	Response
(i)	Description of the relevant health care services to which the contract relates, including the most relevant CPV (Common	85100000-0 - Health services

Ref.	Requirement	Response
	Procurement Vocabulary) code(s) – PSR Schedule 1	
(ii)	Are you also procuring other goods or services along with the relevant health services as described above (mixed procurement)?	No
(iii)	The value.	£13,892,098 (exclusive of VAT)
(iv)	The contract term.	1 <sup>st</sup> May 2026 – 31 <sup>st</sup> March 2028
(v)	The procurement process adopted.	Provider Selection Regime Process C Direct Award.
vi	Are you required to use direct award processes: A (one capable supplier) or B (patient choice) under the PSR?	No, this does not apply to this requirement.
vii	Did you consider the Most Suitable Provider or Competitive Processes? Why neither of those processes have been recommended for this procurement?	No, Officers believe the existing provider is satisfying the existing contract and will likely satisfy the proposed contract to a sufficient standard.
viii	Are the proposed contract arrangements changing considerably from the existing contract?	No, Officers have determined the considerable change threshold has not been met.  The changes in the relevant care services to which the proposed contracting arrangements related (compared with the existing contract) are attributable to a decision of the Council; The proposed contracting arrangements are not materially different in character to the existing contract when that existing contract was entered into.
ix	Is the existing provider satisfying the existing contract to a sufficient standard and is likely to be able to satisfy the new	Yes, see (xi)

Ref.	Requirement	Response	
	contract to a sufficient standard?		
x	The procurement timetable.	Stage in Procurement	Indicative dates
		Publication of Intention of Award notice to make an award to existing provider	17/03/2026
		Standstill period of at least 8 working days	18/03/2026 – 27/03/2026
		Confirmation of award	30/03/2026
		Contract start date	1 <sup>st</sup> May 2026
(xi)	The evaluation criteria and process.	<p><u>Current performance</u></p> <p>Criteria 1. Quality and innovation 20%</p> <ul style="list-style-type: none"> <li>• Meet expectations</li> <li>• The provider's mandated checks rates have increased above the national average (70%) up to nearly 90%.</li> <li>• Introduced and implemented the Start for Life programme</li> <li>• Introduced two programmes supporting asthma awareness and Infant 2 School which aims to improve school readiness and child development, often for families facing adversity.</li> </ul> <p>Criteria 2. Value 20%</p> <ul style="list-style-type: none"> <li>• Meets expectations</li> <li>• Has responded to the needs of the population and growing concerns for our most vulnerable residents (MECSH and I2S models), within the budget and resource.</li> <li>• Re-engineered the service to ensure that support is optimised despite industry/market staffing challenges.</li> </ul> <p>Criteria 3. Integration, collaboration and service sustainability 20%</p> <ul style="list-style-type: none"> <li>• Meets expectations</li> <li>• Provider is partnering with local services at an operational level by delivering services within Family Wellbeing Centres (for example antenatal clinics, family health clinics and infant feeding support).</li> <li>• Achieved Stage 3 for Baby Friendly status</li> <li>• Contributes towards the strategic overview of children's health in the borough by sitting on the Children's Trust Board, participation in the ICP and executive committee.</li> </ul> <p>Criteria 4. Improving access, reducing health inequalities and facilitating choice 20%</p>	

Ref.	Requirement	Response
		<ul style="list-style-type: none"> <li>• Meets expectations</li> <li>• Worked in collaboration with the commissioner to reduce key vulnerable groups in the community.</li> <li>• Implementation of a lactation consultant clinic for mothers with complex feeding needs</li> <li>• Development of pathway for homeless/asylum seeker residents making connections with public health</li> <li>• Providing choice for families suffering from mental health difficulties</li> <li>• Development Infant 2 school pathway for families who need additional support after health visiting support ends (only one of two local authorities in the UK to be delivering this)</li> </ul> <p>Criteria 5. Social value 20%</p> <ul style="list-style-type: none"> <li>• Meets expectations</li> <li>• Provides outreach and support for wider public health services that sit outside of the direct delivery of the healthy child programme.</li> <li>• Enhancing community well-being, such as creating local jobs for Brent residents, improving skills, and reducing environmental damage.</li> </ul> <p><u>Likely future performance against the new contract</u></p> <p>Criteria 1. Quality and innovation 20%</p> <ul style="list-style-type: none"> <li>• Will meet expectations</li> <li>• At full/nearly full capacity across Health Visiting, and School Nursing services</li> </ul> <p>Criteria 2. Value 20%</p> <ul style="list-style-type: none"> <li>• Will meet expectations</li> <li>• Signing up to additional elements that contribute and add to the delivery of the healthy child programme - non-statutory services such as MECSH and Infant 2 school, working collaboratively to deliver services for families</li> </ul> <p>Criteria 3. Integration, collaboration and service sustainability 20%</p> <ul style="list-style-type: none"> <li>• Will meet expectations</li> <li>• Collaborating working between the provider and the Council over years of the existing contract</li> <li>• New services running as well as the local authority sitting on interview panels for CLCH roles.</li> <li>• Homeless specialist health visitor to work with homeless families and asylum seekers to address their inequalities.</li> </ul> <p>Criteria 4. Improving access, reducing health inequalities and facilitating choice 20%</p> <ul style="list-style-type: none"> <li>• Will meet expectations</li> </ul>

Ref.	Requirement	Response
		<ul style="list-style-type: none"> <li>New ways for the service to deliver support including online, and in group settings.</li> </ul> <p>Criteria 5. Social value 20%</p> <ul style="list-style-type: none"> <li>Will meet expectations</li> <li>Utilising money saved due to staff shortages to target poor outcome areas for children and families where there is underspend.</li> </ul>
xii	Information as to how any conflicts or potential conflicts of interest have been managed	No conflicts of interest were declared.
xiii	<p>Procurement Principles - briefly explain how this procurement has been made with a view to:</p> <ul style="list-style-type: none"> <li>secure the needs of the people who use the services</li> <li>improve the quality of the services, and</li> <li>improve efficiency in the provision of the services</li> </ul> <p>And carried out transparently, fairly and proportionately</p>	<p>The Council have undertaken a thorough assessment of the provider's capabilities against the key criteria and have determined a competitive procurement exercise was not required because the provider is likely to satisfy the original contract and will likely satisfy the proposed contract to a sufficient standard.</p> <p>This service improves health outcomes and educational attainment of Brent residents aged 0-19.</p> <p>This procurement will improve the efficiency of the service by re-directing capacity to higher performing areas of the service.</p>
(xiv)	Any business risks associated with entering the contract.	No specific business risks are considered to be associated with entering into the Contract.
(xv)	The Council's Best Value duties.	It is considered that by adopting the procedure detailed in Section (v) above, award will result in the Council achieving best value.
(xvi)	Consideration of Public Services (Social Value) Act 2012	<p>The outcome of the Contract is designed to benefit those living in Brent.</p> <p>Social Value is a requirement of the Contract.</p>
(xvii)	Any staffing implications, including TUPE and pensions.	There are no implications for Council staff arising from the procurement.
(xviii)	The relevant financial, legal and other considerations.	Financial – See Financial Considerations section 6 below.
		Legal – See Legal Considerations section 7 below.

Ref.	Requirement	Response
		Other – N/A
(xix)	Sustainability	Given the nature and value of the Contract, it is not possible to include specific sustainability requirements.
(xx)	Key Performance Indicators / Outcomes	Appropriate Key Performance Indicators / Outcomes will be included in the Contract.
(xxi)	London Living Wage	The Contract will require the payment of the London Living Wage.
(xxii)	Contract Management	A contract manager will be appointed, and appropriate contract management provisions will be included in the Contract.

## 5.0 Stakeholder and ward member consultation and engagement

- 5.1 Given the intention to direct award the contract no additional engagement will take place before the contract is awarded.
- 5.2 The plan is in the next 6 months after the publication of the new Healthy Start programme to utilise the Institute of Health Visiting and School and Public Health Nurses Association (SAPHN) to engage with the 0-19 service to ascertain from the staff from a clinical perspective the best course of action for the future of the service.
- 5.3 It is also intended to do stakeholder engagement with the general public, Members and professionals.

## 6.0 Financial Considerations

- 6.1 The proposed Contract term is 23 months from 1 May 2026 to 31 March 2028. The estimated contract value over the term is £13,892,098, this equates to (Public Health grant - Core 0-19: £13,382,145, and Best Start in Life (Start for Life): £509,953).
- 6.2 Funding is from the ring-fenced Public Health Grant for the Core 0-19 service, and Best Start in Life (Start for Life) grant funding for the Start for Life element. Best Start in Life funding is currently confirmed for three years to March 2029, which covers the term of this contract. There is no planned impact on the General Fund.
- 6.3 The estimated contract value includes CLCH inflation assumptions aligned to the NHS England medium-term planning framework, pay inflation at 2.10% for 2026/27 and 2027/28, and non-pay inflation at 2.20% for 2026/27 and 2.00%

for 2027/28. Sensitivity testing using a 4% compounded annual pay uplift also remains within the Direct Award Route C financial envelope.

## **7.0 Legal Considerations**

- 7.1 Officers are recommending the award of the Contract to the existing provider Central London Community NHS Trust (CLCH) without competition by following the Provider Selection Regime's direct award process C which was introduced by the Health Care Services (Provider Selection Regime) Regulations 2023 ('PSR') which came into force on 1 January 2024, and that replaced the Public Contracts Regulations 2015 for defined health care services; and National Health Service (Procurement, Patient Choice and Competition) Regulations 2013.
- 7.2 The Council as a defined Relevant Authority under the PSR, is required to apply the PSR for the purposes of procuring relevant health care services. Relevant health services are a statutory defined term under the regulations (Schedule 1). Officers in the table at section 4 have identified the Children's Public Health Service 0-19 years (Health Visiting and School Nursing) as relevant health care services subject to the PSR.
- 7.3 Unlike the Public Contracts Regulations 2015, the PSR regime has no minimum financial threshold for its application. However, it mandates the Council to follow one of the processes under the PSR and comply with the procurement principles which require the Council to make decisions in the best interests of the services' users.
- 7.4 Officers have identified direct award process C as the most appropriate process to award a contract to the incumbent provider on the basis that the Council is not required to follow direct award processes A or B., the term of the current contract is due to expire 30<sup>th</sup> April 2026, and Officers propose the new Contract to replace it. In the table at section 4, above, Officers have explained that the "considerable change" threshold is not met and that after applying key criteria and basic selection criteria their view is that the existing provider is satisfying the existing contract and will likely satisfy the proposed Contract to a sufficient standard.
- 7.5 Furthermore, Officers have also explained the steps taken in order to procure the Contract ensures compliance with the procurement principles and therefore, are now seeking authority to award the Contract to CLCH so a notice of intention to make an award to the existing provider can be published in Find a Tender containing the information set out in Schedule 3 of the PSR.
- 7.6 A contract procured using the direct award process C must not be entered before the end of the standstill period. The standstill period begins the day after the notice of intention to make award is published on Find a Tender and it must last for a minimum of eight working days. The standstill period is to give a service provider who is either aggrieved or believes that PSR have not been complied with, the opportunity to make written representations to the Council particularising concerns before the contract is formalised. Such representations

should be received before midnight on the eighth working day after the standstill period begins. Following the end of the standstill period, and providing that no written representations are made during the standstill period the relevant authority can enter into the contract.

- 7.7 Contract Standing Order 86f (iv) states that subject to complying with any relevant parts of Procurement Legislation, Tenders need not be invited, nor quotations sought for contracts for health care services procured in compliance with the Provider Selection Regime provided that advice is sought from the Director of Law and Head of Procurement.
- 7.8 The award is subject to the Council's own Standing Orders and Financial Regulations in respect of High Value Contracts given the procurement is valued at more than £5 million. Part 3 of the Council's Constitution state that contracts for services exceeding £5 million shall be referred to the Cabinet for approval of the award of the contract.
- 7.9 As the decision that is being sought here is a Key Decision, the decision may not be taken by Cabinet unless this matter has been published on the Forward Plan. The Key Decision must be published on the Forward Plan (Paragraph 30 of the Access to information rules) and must be included on the Forward Plan not less than 28 days before the decision is to be made. (Paragraph 34 of the Access to Information Rules). The decision to award has been placed on the Forward Plan for the requisite 28 days. The decision is subject to the Council's 5 clear day call-in period and may not be implemented until after expiry of the call-in period provided that no call in has been made.
- 7.10 There are no TUPE implications as the Contract is being awarded to the same provider who is delivering the current services and there will be no Council staff impacted by this decision.

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

- 8.1 Pursuant to s149 Equality Act 2010 (the "Public Sector Equality Duty"), the Council must, in the exercise of its functions, have due regard to the need to:
- (a) eliminate discrimination, harassment and victimisation and other conduct prohibited under the Act
  - (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and
  - (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it,
- 8.2 The Public Sector Equality Duty covers the following nine protected characteristics: age, disability, marriage and civil partnership, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation.
- 8.3 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.

8.4 There is no prescribed manner in which the council must exercise its public sector equality duty but having an adequate evidence base for its decision is necessary.

8.5 Cabinet is referred to the contents of this report for information, in particular the Equality Analysis at Appendix 2

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

9.1 The proposals in this report have been subject to screening and officers believe that there are no adverse impacts on the Councils' environmental objectives and climate emergency strategy

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

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

## **11.0 Communication Considerations**

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

11.2 In light of service changes a communication plan will be put in place to ensure key stakeholders are informed of the changes, this includes GPs, FWC, Brent Health Matters, health professionals and early years settings.

**Report sign off:**

**Rachel Crossley**

Corporate Director Service Reform & Strategy

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## EQUALITY IMPACT ASSESSMENT (EIA)

<b>POLICY/PROPOSAL:</b>	Procurement of Children’s Public Health Services (0-19) Healthy Visiting and School Nursing
<b>DEPARTMENT:</b>	Service Reform and Strategy
<b>TEAM:</b>	Public Health
<b>LEAD OFFICER:</b>	Marie Mcloughlin and Shona Okeke-Jackowski
<b>DATE:</b>	December 2025

EIA Guidance is available online, please reach out to [equality@brent.gov.uk](mailto:equality@brent.gov.uk) for any further support.

### SECTION A – SCREENING

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

The current contract for the delivery of the 0-19 service will expire on 30<sup>th</sup> April 2026. The service currently delivers statutory services (health visiting and school nursing) to all residents across the borough. The service is currently delivered by an NHS organisation.

A decision internally has been taken to extend this contract for 23 months, to allow the council time to design a new service to go live in 2028.

The new contract from May 2026 will continue to include;

- Health visiting
- School nursing
- Infant feeding (Start for Life grant funded)
- Healthy weight team for 0-5s

The new contract will no longer have:

- Vision screening- (currently, this service is not delivered in line with National Screening Committee guidance, as an orthoptic led service. This service will be delivered as a separate lot
- Hearing screening for primary school aged children (currently, this service is not mandatory to be delivered through local authorities)

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

- Children aged 0-19 and their parents
- Children and adults with long term conditions
- People with disabilities
- People with care experience
- People who are proposing, starting or completing gender reassignment
- People who are pregnant or using maternity services
- People of different ethnicities
- Men and women expecting/with a child
- People of different socio-economic status

3. If no groups are affected, explain why.

N/A

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

Characteristic	IMPACT		
	Positive	Neutral/None	Negative
<b>Age</b> - People of different age groups.	x		
<b>Care Experience</b> - People who have been in care for any period of their childhood.		x	
<b>Disability</b> - People with physical, sensory, learning, and mental health disabilities, long-term conditions, and non-visible disabilities.		x	
<b>Gender reassignment</b> - Transgender and non-binary people, including anyone who is proposing to, started, or who has completed a process to change their gender.		x	
<b>Marriage and Civil Partnership</b> - Applies mainly in the workplace, people who are married or in a civil partnership.		x	
<b>Pregnancy and Maternity</b> - People who are pregnant, on maternity leave, or new parents.	x		

<b>Race and Ethnicity</b> - People of different ethnicity, nationality, and skin colour.		<b>x</b>	
<b>Religion or belief</b> - People of all faiths, and those with no religious belief.		<b>x</b>	
<b>Sex</b> - Differences between men and women, including disparities in pay, career progression, and health outcomes.		<b>x</b>	
<b>Sexual Orientation</b> - People who identify as lesbian, gay, bisexual, queer, asexual, or any other non-heterosexual identity.		<b>x</b>	
<b>Socio-Economic Status</b> – People who are experiencing poverty or socio-economic disadvantage.		<b>x</b>	
<b>Other relevant groups*</b> <i>Asylum Seekers and Refugees</i>		<b>x</b>	

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

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

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

## SECTION B – IMPACTS ANALYSIS

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

<ul style="list-style-type: none"> <li>- Joint Strategic Needs Assessment (JSNA)</li> <li>- 7 years worth of National Child Measurement Programme (NCMP) data</li> <li>- Performance reports from incumbent health provider covering health visiting, school nursing, infant feeding and weight management service, including resident feedback</li> <li>- GOV.UK Commissioning 0-19 healthy child programme guidelines</li> <li>- Evaluation of vision and hearing screening, supported by British and Irish Orthoptic Society and UK national screening committee</li> <li>- Discussion and informal review with incumbent health provider to understand elements of the service</li> <li>- HV analysis of the service using Institute of Health visiting modelling</li> <li>-</li> </ul>
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7. For each characteristic:

- a. Provide detail for the impact listed in the response to Q4 in the left-hand box.
- b. Provide data and evidence to explain how you reached your conclusion in the right-hand box.

Relevant data sources for Brent and its residents can be found in the EIA Guidance document.

<b>Age</b>	
Provide detail for the impact listed in Q4.	Provide supporting data and evidence.
<p>This statutory service is delivered across the life course for children aged 0 – 19 and their families</p> <p>The “new” service will continue to be delivered to this age group.</p>	<p><a href="#">Commissioning health visitors and school nurses for public health services for children aged 0 to 19 - GOV.UK</a></p>

<b>Care Experience</b>	
Provide detail for the impact listed in Q4.	Provide supporting data and evidence.
<p>This statutory service is delivered across the life course for children aged 0 – 19 and their families. This includes linking in with care leavers and social care where appropriate</p>	<p><a href="#">Commissioning health visitors and school nurses for public health services for children aged 0 to 19 - GOV.UK</a></p>

<p>The “new” service will continue to be delivered for those with care experience and safeguarding and links to social care continue to be a part of the delivery of this service.</p>	
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<b>Disability</b>	
<p>Provide detail for the impact listed in Q4.</p>	<p>Provide supporting data and evidence.</p>
<p>This statutory service is delivered across the life course for children aged 0 – 19 and their families. This includes supporting families with disabilities.</p> <p>The “new” service will continue to be delivered to this group. And intends to increase responsibilities of school nurses/school nurse assistants to support more children with long term health conditions.</p>	<p><a href="#">Commissioning health visitors and school nurses for public health services for children aged 0 to 19 - GOV.UK</a></p>

<b>Gender Reassignment</b>	
<p>Provide detail for the impact listed in Q4.</p>	<p>Provide supporting data and evidence.</p>
<p>This statutory service is delivered across the life course for children aged 0 – 19 and their families. This includes supporting families who experience gender reassignment.</p> <p>The “new” service will continue to be delivered to all families regardless of gender</p>	<p><a href="#">Commissioning health visitors and school nurses for public health services for children aged 0 to 19 - GOV.UK</a></p>

<b>Marriage and Civil Partnership</b>	
<p>Provide detail for the impact listed in Q4.</p>	<p>Provide supporting data and evidence.</p>
<p>This statutory service is delivered across the life course for children aged 0 – 19 and their families.</p> <p>The “new” service will continue to be delivered to all families regardless of family set up</p>	<p><a href="#">Commissioning health visitors and school nurses for public health services for children aged 0 to 19 - GOV.UK</a></p>

<b>Pregnancy and Maternity</b>	
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Provide detail for the impact listed in Q4.	Provide supporting data and evidence.
<p>This statutory service is delivered across the life course for children aged 0 – 19 and their families</p> <p>The “new” service aims to improve the quality of the service by strengthening elements of the service for pregnant residents, for example</p> <ul style="list-style-type: none"> <li>- Every resident to receive an antenatal (AN) contact via telephone, virtually or face to face contact for vulnerable residents</li> <li>- Healthy Start scheme to be discussed at AN contact and also mothers signposted to FWC for vitamins</li> </ul>	<p><a href="#">Commissioning health visitors and school nurses for public health services for children aged 0 to 19 - GOV.UK</a></p> <p>Healthy Start Evaluation conducted internally found that it did not reach many people in IMD 1 and 2. Moving the programme into the 0-19 service will improve contact with vulnerable residents who are more likely to be in IMD 1 and 2.</p>

<b>Race and Ethnicity</b>	
Provide detail for the impact listed in Q4.	Provide supporting data and evidence.
<p>This statutory service is delivered across the life course for children aged 0 – 19 and their families</p> <p>The “new” service will continue to be delivered to all families and will include delivery of sessions in different languages/range of communication to be inclusive.</p>	<p><a href="#">Commissioning health visitors and school nurses for public health services for children aged 0 to 19 - GOV.UK</a></p>

<b>Religion or Belief</b>	
Provide detail for the impact listed in Q4.	Provide supporting data and evidence.
<p>This statutory service is delivered across the life course for children aged 0 – 19 and their families</p> <p>The “new” service will continue to delivered to all families regardless of religion and belief, that acknowledges people differences. This includes providing advice and information that supports modesty for example.</p>	<p><a href="#">Commissioning health visitors and school nurses for public health services for children aged 0 to 19 - GOV.UK</a></p>

<b>Sex</b>
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Provide detail for the impact listed in Q4.	Provide supporting data and evidence.
<p>This statutory service is delivered across the life course for children aged 0 – 19 and their families</p> <p>The “new” service will continue to be delivered to all families regardless of sex. The wider context of the 0-5 system (Best Start for life) continues to be invested in by the Council. This means that this service will need to link in with services that support dads and carers e.g referral into and promotion of Dad’s Matters programme</p>	<p><a href="#">Commissioning health visitors and school nurses for public health services for children aged 0 to 19 - GOV.UK</a></p>

<b>Sexual Orientation</b>	
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Provide detail for the impact listed in Q4.	Provide supporting data and evidence.
<p>This statutory service is delivered across the life course for children aged 0 – 19 and their families</p> <p>The “new” service will continue to be delivered to all families regardless of sexual orientation, and will acknowledge the needs of families.</p>	

<b>Socio-Economic Status</b>	
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Provide detail for the impact listed in Q4.	Provide supporting data and evidence.
<p>This statutory service is free across the life course for children aged 0-19 and their families</p> <p>There are no changes in the contract that will impact socio economic status. Socio economic status can be considered a marker of vulnerability. Vulnerable families are given specialist health visiting support. Delivery of Maternal Early Childhood Sustained Home Visiting (MECSH) and Infant to School (pilot) is a key component of the 0-19 service.</p>	<p><a href="#">TeEACH   Maternal Early Childhood Sustained Home Visiting (MECSH) Programme</a></p>

<b>Other Relevant Groups</b>	
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Provide detail for the impact listed in Q4.	Provide supporting data and evidence.
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Refugees, asylum seekers and refugees are an important part of our population. This new contract continues to ensure that this population continues to be supported with a specialist homeless health visitor

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

Engagement will take place in 2026

1. Current staff engagement to take place in Summer 2026
2. Resident engagement to take place in Summer 2026 (this will include families with children and young people from Brent Youth Parliament)
3. Stakeholder engagement – to take place in Summer 2026. This will look to gain an insight into some of the groups identified above to ensure we can receive wider insights into the groups identified above.

This will be used to design a new service to go live in 2028.

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

We have 9 years of data from the existing service to help us understand the service needs and gaps. We have also reviewed elements of the programme to ensure that we understand potential recommendations for changes. This has influenced our new contract.

## SECTION C – CONCLUSIONS

10. Summarise your overall conclusions based on the analysis:

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

Overall, the new service will strengthen the successes of the current contract and utilise the grant funding provided from central government. This will ensure an additional 3 years of funding for infant feeding and perinatal mental health services. Outside of this, the core delivery of the service will be strengthened by ensuring that we can improve access and delivery of the service. For example, ensuring that everyone receives antenatal contact regardless of vulnerability status, and re-organising school nurses responsibility to ensure they are meeting the needs of young people.

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

**SECTION E - ACTION PLAN AND MONITORING**

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

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

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

Issue Identified	Action	Lead Officer	Completion Date	Status

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

--

**SECTION F – SIGN OFF**

	Signature	Date
<b>Officer:</b>	Shona Okeke	9/12/2025
<b>Reviewing Officer or Head of Service</b>	Marie McLoughlin	9/12/2025

**SECTION G – REVIEW**

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

When to review

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

Who should review

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

What to update

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

When reviews can stop

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

<b><u>Date of 1<sup>st</sup> Review:</u></b>	
<b>Officer:</b>	
<b>Comment on progress toward specific actions, and provide any data and evidence updates:</b>	

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

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 <b>Brent</b>	<b>Cabinet</b> 9 March 2026
	<b>Report from the Corporate Director, Neighbourhood &amp; Regeneration</b>
	<b>Lead Member - Cabinet for Public Realm &amp; Enforcement (Councillor Krupa Sheth)</b>
<b>Authority to delegate decision to Authorise Award of Contract(s) for (i)Transportation and Reprocessing of Co-Mingled Recycling Materials (Lot 1) &amp; (ii) Reprocessing of Fibre Material (Lot 2).</b>	

<b>Wards Affected:</b>	All
<b>Key or Non-Key Decision:</b>	Key
<b>Open or Part/Fully Exempt:</b> (If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)	Open
<b>No. of Appendices:</b>	N/A
<b>Background Papers<sup>1</sup>:</b>	None
<b>Contact Officer(s):</b> (Name, Title, Contact Details)	Rashmi Agarwal, Head of Service Development & Contract Performance Tel: 07949 267891 Email: <a href="mailto:Rashmi.Agarwal@brent.gov.uk">Rashmi.Agarwal@brent.gov.uk</a>

## 1.0 Purpose of the Report

- 1.1 This report concerns the delegation to the Corporate Director, Neighbourhood & Regeneration, in consultation with the Lead Member for Public Realm and Enforcement, to authorise the award of contracts for the transportation and reprocessing of co-mingled and paper and card recycling materials.
- 1.2 This report requests approval to delegate the decision to authorise the West London Waste Authority to award the contracts for the transportation and reprocessing of co-mingled and paper and card recycling materials.

1.3 The contracts cover the collection, sorting, processing and sale services for dry recyclables (co-mingled stream and a fibre stream) for the London Borough of Brent (LBB) and London Borough of Ealing (LBE) with a proposed commencement date of 06 June 2026. The procurement covers two Lots of material as detailed below:

- 1) Lot 1 Contract for the Transportation and Reprocessing of Co-Mingled Recycling Materials – LBB and LBE Contract Material (approx. 40,000 tonnes combined)
- 2) Lot 2 Contract for Reprocessing of Paper & Cards (Fibre stream collection) – LBB Contract Material (approx. 4,500 tonnes)

## **2.0 Recommendation(s)**

That Cabinet:

2.1 Delegates authority to the Corporate Director, Neighbourhood & Regeneration in consultation with the Lead Member for Public Realm and Enforcement to authorise the West London Waste Authority (WLWA) to award the following contracts:

- (a) award the contract for Lot 1 for the Transportation and Reprocessing of Co-mingled Recycling Materials for an initial term of three (3) years, with the option to extend for up to four (4) additional years, exercised in two (2) extension periods of two (2) years each (on a 3+2+2 basis).
- (b) award the contract for Lot 2 for Reprocessing of Paper & Card for an initial term of three (3) years, with the option to extend for up to four (4) additional years, exercised in two (2) extension periods of two (2) years each (on a 3+2+2 basis).

2.2 Notes that a Memorandum of Understanding with the West London Waste Authority and the London Borough of Ealing will be entered into to cover the respective obligations of the parties in relation to the contractual arrangements and processing of payments.

## **3.0 Detail**

### **3.1 Cabinet Member Foreword**

3.1.1 *“Recycling is important in our journey towards sustainable environment, climate change and carbon neutrality. By securing a new partnership for transport and Materials Recovery Facility (MRF) for processing of dry mixed material and paper and card we are ensuring that Brent residents continue to receive a modernised, reliable service that maximizes our recycling performance.”*

*The new contract will deliver significant value for money whilst also future proofing our waste management against national policy changes. Our priority remains reducing the environmental impact of our waste, and this contract will be instrumental in helping us achieve our recycling goals while providing the high-quality service our community expects”.*

- 3.1.2 Brent’s Borough Plan sets out how we can achieve one of our strategic priorities “A cleaner, Greener Future”. The objective being to future proof the Borough to bring about positive changes to keep the environment clean and develop our services to residents. This decision has a direct link with the Borough’s aim to reduce the overall proportion of household waste being generated by encouraging more recycling and promoting reuse of items. By having the backend systems / processes in place, we can collect more types of recyclable materials.
- 3.1.3 One of the desired outcomes of our Climate & Ecological Emergency Strategy is to tackle climate change by reducing consumption, resources, and waste. A key factor in helping to achieve this outcome is to reduce carbon emissions from the disposal of recyclable packaging. The award of the contracts will help the Council in achieving desired outcomes as highlighted in Strategic Priority 2, A Cleaner, Greener Future.

## **3.2 Background**

- 3.2.1 The Council requires the provision of Transport of Recyclable Materials, a contract for Reprocessing Comingled Recycling Materials and Reprocessing of Paper & Card. On 6 June 2020, the West London Waste Authority (“WLWA”) entered into a contract for the provision of services for the Sorting, Recycling and Sale of Dry Mixed Recyclable’. The contract was set up so that any of the West London boroughs could join the contract, with the London Borough of Ealing being the main borough included from the start of the contract. The contract was entered into for a period of 5 years until 5 June 2025.
- 3.2.2 The council entered a contract with WLWA for the reprocessing of comingled recycling materials and household bulky waste collections on 22 May 2023. The contract entered was for 2 years until June 2025.
- 3.2.3 As the existing contracts were coming to an end, in 2024, the Lead Member in consultation with the Leader delegated authority to West London Waste Authority to lead on the procurement of the transport and reprocessing of comingled and paper and card recyclable materials.
- 3.2.4 In April 2025, the lead member approved the variation of the West London Waste Authority contract for Materials Recovery Facility (MRF) services for reprocessing and sale of comingled dry mixed recyclable materials for Brent Council to permit the extension for a period of 12 months from 6 June 2025 to 5 June 2026.

- 3.2.5 The extension of the WLWA contract and associated agreement in 2025 was to allow WLWA to work on the new procurement with individual boroughs and complete a detailed assessment of different recycling collection arrangements in place and produce a robust tender specification to reprocur a new service in line with the Simpler Recycling Legislation introduced by the Government in March 2025.
- 3.2.6 The contract for the reprocessing of comingled recycling materials and paper and card now comes to an end on 5 June 2026. WLWA carried out an initial market analysis which demonstrated that suppliers are looking to secure long term contracts which includes Local Authority recycling tonnage due to its consistent supply. Suppliers are concerned about the uncertainty of the future (changes in legislation, materials composition, tonnage). There isn't much appetite in the marketplace for shorter terms contracts due to upcoming legislative changes in material collections / processing requirements and the investment required by Material Recovery Facilities (MRF) providers to comply.
- 3.2.7 The market conditions and appetite from MRF providers informed the term, risk share model and any possible extension periods as part of the new contracts. The new contract offering will have the ability to adapt the contract based on market conditions and legislative changes. The contract length is three (3) years with the option to extend for up to four (4) additional years, exercised in two (2) extension periods of two (2) years each (on a 3+2+2 basis).
- 3.2.8 The approach to the risk share model will consider the impact on the market and service providers of upcoming legislative changes. The key legislative changes that are being factored in during procurement and the likely impacts are detailed below:
- MRF Regulations (October 2024) – Requirement on MRF's to carry out additional sampling on recyclable materials thus increasing their operating costs which have been passed on.
  - Simpler Recycling – Requirement for all Local Authorities across England to collect the same recyclable waste streams for recycling from households. Brent is largely compliant. There will be a requirement for Local Authorities to collect plastic film packaging and plastic bags from 2027. The inclusion of these additional materials will require MRF's to adapt to enable them to process these materials.
  - The Extended Producer Responsibility (EPR) and Deposit Return Scheme (DRS) legislation will impact the amount of recycling generated by households which in turn will mean less materials for the MRF's to process. Producers will be held responsible for the collection, sorting, recycling, or disposal of their product packaging. The policy is designed to transfer the annual financial burden of household packaging waste collection from taxpayers to producers.

- If DRS is adopted, a lot of the most valuable materials MRF's look for could be reduced from the waste stream. The net impact of this legislative change will ultimately mean less of a rebate to Local Authorities however this would be somewhat offset by reduced processing costs.

3.2.9 Data collected from the current MRF contractor provides an insight into accepted and rejected loads, material composition, market value received from the sale of materials etc. This data analysis helps the council's waste and recycling team to focus on recycling improvement required. There is further scope for improvement by working closely with WLWA on the new procurement to include transportation, processing of dry commingled recyclable materials and paper and card.

3.2.10 The contractors for the new contracts will provide services to deliver the collection, sorting and separation of contract materials/Borough collected paper and card at a processing facility to maximise quality. The contractor will also ensure the onward processing/sale of Recyclable Materials for recycling. The material covered under this contract is Household Waste collected material and a small proportion from Communal Waste collections from Ealing and Brent. This material is collected from/bulked at:

- a) London Borough of Brent: Alperton Lane transfer station
- b) London Borough of Ealing: Greenford Road Depot

### **Lot 1 - Contract for the Transportation and Reprocessing of Co-Mingled Recycling Materials**

The contract will include the collection of bulk haulage of material, which is currently managed through a separate contract by WLWA. The new arrangement is to ensure that the whole system costs are evaluated through the procurement process. Contract costs are based on a gate fee/operating cost and a basket value for material sales. The cost will include all collection, handling, sorting and sale of materials. The Operating Cost (OCr) or Gate fee will be subject to indexation on an annual basis.

The contract will be based on an open book basis with the aim of creating transparency. The revenue generated through the sale of materials will be based on actual rates achieved and will be subject to a WLWA share of 95% of the value of the materials. The 95% sale value is then passed on to Brent, and the contractor gets to keep the remaining 5% of the value. As part of the pricing evaluation suppliers are requested to submit sales invoices over a twelve-month period for evaluation through the basket. Basket value prices are based on actual sales prices rather than being pegged to Lets Recycle Index prices.

Contamination thresholds will be 15% which is in line with current arrangements, industry standard and detailed financial modelling carried out by

WLWA. Where material is too contaminated to be processed loads will be downgraded for processing as Energy from Waste (EfW). Borough material will be individually processed so that a clear revenue generation split can be identified and reported back to respective Borough's.

## Lot 2 - Contract for Reprocessing of Paper & Cards

This Lot covers the collection and processing service for baled fibre material (Paper and Card) arising from segregated paper and card collections, within Brent (LBB). The contract has been written to create the flexibility for Ealing (LBE) to join the contract in the future so that LBE fibre material will also be processed via Lot 2 and will not remain with Lot 1 contractor.

The contract is expected to generate an income for Brent, with the income from sale of materials and no processing costs to Brent. The contract will cover the collection of baled material and onward sale of materials. Contamination thresholds are 5% and 12% moisture thresholds and is specified in the contract documents. This is again in line with current contract arrangement and industry standards.

3.2.11 WLWA are currently carrying out the procurement process. Brent's Contract Manager for Integrated Street Cleansing, Waste Collections and Winter Maintenance Services is part of the panel for procurement evaluation and moderation. A high-level procurement timetable is provided below for reference.

Activity	Dates
<b>Publish tender documents</b>	Friday 12th December 2025
Site visit date	Morning (am) of Thursday 18th December 2025
Deadline for Clarification Questions	Friday 9th January 2026 at 12:00 GMT
Clarification response deadline (responses made available within the DPS, where the ITT is published)	Wednesday 14th January 2026
<b>Deadline for Tender Returns</b>	Thursday 29th January 2026 at 12:00 GMT
Evaluation of Tenders (including moderation and borough governance approval process (estimated))	Between Monday 2nd February 2026 and Wednesday 18th March 2026
Contract Award Notification	Thursday 19th March 2026
Voluntary Standstill Period (10 x calendar days)	Friday 20th March 2026
<b>Contract Award (estimated)</b>	Monday 30th March 2026
Mobilisation Period (estimated)	Tuesday 31st March 2026 until Friday 5th June 2026
Proposed Contract Start Date	Saturday 6th June 2026

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

- 4.1 A market testing exercise with stakeholders was undertaken by WLWA last year on procuring a new contract for the transport and reprocessing of comingled and paper and card dry recyclable materials.
- 4.2 The West London Waste Authority also consulted Brent and Ealing on the procurement exercise. The lead member for Environment has been kept updated on the procurement progress

#### 5.0 Financial Considerations

- 5.1 The estimated contract value for the transportation and processing of comingled recycling materials (Lot 1) over the 7 years term is £12.2m excluding VAT. A breakdown of estimated cost is provided below.

##### Estimated costs for Lot 1

		Annual Cost	Cost for 3 years initial period	Cost for 5 years including two years extension period	Total contract cost over 7 years including two extension period
Lot 1	Brent	£ 1,750,000.00	£ 5,250,000.00	£ 8,750,000.00	£ 12,250,000.00

- 5.2 The payment to the contractor is dependent on several variables as below and is based on average for the last 12 months.
- Volume of collected recycling tonnage
  - Gate fees (operating cost)
  - Transportation of recycling materials
  - Volume of collected recycling material deemed not recyclable.
  - Material prices at time of processing and an estimated basket income
- 5.3 The cost of the contract for Lot1 will be funded from the existing Shared Contract and Data Hub budget. If clean tonnage is redirected to the processor, the rebate received from the sale of materials will offset some of the costs.
- 5.4 There are no processing costs associated with Paper/Card (Lot 2). The contractors will collect fibre from London Borough of Brent and sell it off in the market and part of the revenue generated is passed on to Brent as income from the fibre recycle. It should be noted that based on market conditions and material price fluctuations income for paper and card will vary month on month. A rough estimate of income breakdown is provided below.

##### Estimated Income from Lot 2

		Annual Income	Income over 3 years	Income over 5 years	Total income over 7 year
Lot 2	Brent	£ 247,500.00	£ 742,500.00	£ 1,237,500.00	£ 1,732,500.00

Contract Procurement and Management Guidelines

Cabinet Authority to Delegate Report

May 2025

5.5 Both contracts are subject to inflationary increases, and this risk will be considered as part of the Council's Medium Term Financial Planning.

## **6.0 Legal Considerations**

6.1 Officers are seeking a delegation to the Corporate Director, Neighbourhood & Regeneration, in consultation with the Lead Member for Environment and Enforcement, to authorise the West London Waste Authority (WLWA) to award the contracts referred to in recommendation 2.1. Following completion of the procurement process, and subject to approval of these delegations, Officers will then seek authority from the Corporate Director, Neighbourhood & Regeneration, in consultation with the Lead Member for Environment and Enforcement, to proceed with the award of the contracts.

6.2 The award of the contracts are subject to the Council's own Standing Orders in respect of High Value and Medium Value contracts, given the value of the contract for Lot 1 is valued at £12.2m, and the contract for Lot 2 is valued at less than £2m.

6.3 The contracts are being procured via a Dynamic Purchasing System established prior to 24 February 2025 by the West London Waste Authority, as such, the procurement of the contracts are governed under the Public Contracts Regulations 2015 (PCR 2015). The award decision will also be subject to a 10-day standstill period under the PCR 2015.

6.4 Recommendation 2.2 notes that the Council will enter into a Memorandum of Understanding with the West London Waste Authority and the London Borough of Ealing to cover the respective obligations of the parties in relation to the contractual arrangements and processing of payments. Approval to enter into this Memorandum of Understanding was previously obtained from the Cabinet Member for Environment & Enforcement when authorising the procurement via a waiver of the usual Contract Standing Orders for the procurement. Paragraph 13 of Part 3 of the Constitution gives Individual Cabinet Members, in consultation with the Leader, delegated authority to enter into agreements.

6.5 Officers have been advised by the current contractors that there are no staff eligible to transfer to a new contractor under the Transfer of Undertakings (Protection of Employment) Regulations 2006.

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

7.1 Pursuant to s149 Equality Act 2010 (the "Public Sector Equality Duty"), the Council must, in the exercise of its functions, have due regard to the need to:

- (a) eliminate discrimination, harassment and victimisation and other conduct prohibited under the Act

- (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and
  - (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it,
- 7.2 The Public Sector Equality Duty covers the following nine protected characteristics: age, disability, marriage and civil partnership, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation.
- 7.3 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.
- 7.4 There is no prescribed manner in which the council must exercise its public sector equality duty but having an adequate evidence base for its decision is necessary.
- 7.5 The proposals in this report have been subject to screening and officers believe that there are no equality implications.
- 7.6 The proposals in this report have been subject to screening and officers believe that there are no health equality implications.

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

- 8.1 Both the Borough Plan and Climate & Ecological Emergency Strategy include commitments to expand recycling collection services to all properties in the Borough, thereby, increasing recycling and reducing waste. The procurement of the new contracts will help to achieve these commitments. Diverting more waste from general disposal methods to recycling / reuse is proven to reduce the amount of greenhouse gases produced and allows for the repurposing of materials in the use of manufacturing thus reducing the need to use virgin resources.

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

- 9.1 The services will be provided by an external contractor and there are no human resources implications for Council staff. There are no property implications either at this stage.
- 9.2 Officers have been advised by the current contractors that there are no staff eligible to transfer to a new contractor under the Transfer of Undertakings (Protection of Employment) Regulations 2006.

## 10.0 Communication Considerations

- 10.1 There are no communication considerations at this stage in the process. Following the award of new contracts the waste and recycling service will work with appointed contractors to plan and produce recycling communication campaign to increase recycling and reduce contamination.

### Related document(s) for reference

[Authority to delegate authority to WLWA to lead on procurement for transport and reprocessing materials.pdf](#)

**Report sign off:**

**Jehan Weerasinghe**

Corporate Director,  
Neighbourhoods & Regeneration

 <p style="font-size: 24pt; font-weight: bold; margin-top: 10px;">Brent</p>	<p style="font-weight: bold; margin: 0;">Cabinet</p> <p style="margin: 0;">9 March 2026</p>
	<p style="font-weight: bold; margin: 0;">Report from the Corporate Director of Neighbourhoods and Regeneration</p>
	<p style="font-weight: bold; margin: 0;">Lead Member - Cabinet for Public Realm and Enforcement (Councillor Krupa Sheth)</p>
<p style="font-weight: bold; margin: 0;">Authority to Award Contract for Secure Cycle Parking – Bike Hangers &amp; Nests</p>	

<b>Wards Affected:</b>	All
<b>Key or Non-Key Decision:</b>	Key
<p><b>Open or Part/Fully Exempt:</b> <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small></p>	<p>Part Exempt – Appendix 1 is exempt 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)”</p>
<b>List of Appendices:</b>	<p>Two</p> <p>Appendix 1: (Exempt) Names of contractors</p> <p>Appendix2: Tender evaluation Grid</p>
<b>Background Papers:</b>	None
<p><b>Contact Officer(s):</b> <small>(Name, Title, Contact Details)</small></p>	<p>Debbie Huckle, Team Leader, Safety and Travel Planning 020 8937 5570 <a href="mailto:debbie.huckle@brent.gov.uk">debbie.huckle@brent.gov.uk</a></p> <p>Sandor Fazekas, Head of Healthy Streets and Parking 020 8937 5113 <a href="mailto:sandor.fazekas@brent.gov.uk">sandor.fazekas@brent.gov.uk</a></p>

## 1.0 Executive Summary

- 1.1 This report concerns the award of a contract for the purchase and management of future bike hangars/nests and the management and maintenance of our current bike hangars/nests. This report requests authority to award contracts as required by Contract Standing Order 88. This report summarises the process undertaken in procuring a contract and, following the completion of the evaluation of the bids, recommends to whom the contract should be awarded.

## **2.0 Recommendation(s)**

That Cabinet:

- 2.1 Approves the award of a contract for the purchase and management of future bike hangars/nests and the management and maintenance of our current bike hangars/nests to Lock It Safe Ltd for an initial contract period of five (5) years, with an option to extend for up to a further two (2) years on an annual basis in the estimated sum of £1,500,000.

## **3.0 Detail**

### **Cabinet Member Foreword**

- 3.1 This report sets out recommendations to Cabinet to approve awarding the contract for the delivery of the borough's secure cycle parking programme supported by NCIL funding. The programme responds directly to community-identified priorities and aligns with the borough's strategic objectives, representing an important investment in improving local transport options and neighbourhood infrastructure.
- 3.2 The NCIL funding provides a significant opportunity to expand the number of high-quality, secure cycle parking spaces available across the borough. Investment in Bike Nests/ Bike Hangars will enhance the public realm, support sustainable travel, and improve local infrastructure by offering safe, accessible storage for residents who do not have space to store bicycles at home.
- 3.3 In addition, the programme will bring wider community benefits including increasing access to secure cycle parking, which encourages active travel, reduces transport costs for residents, supports health and wellbeing, and contributes to the borough's climate and environmental commitments. The provision of secure parking also helps deter bike theft, supporting community safety and reducing opportunities for crime and anti-social behaviour.
- 3.4 The expansion of secure cycle parking through the Bike Nest/ Bike Hangar programme directly supports the Council's ambition to create safer, greener, and more accessible neighbourhoods across Brent. Providing residents with secure and convenient places to store their bicycles is essential for encouraging active travel, reducing transport inequality, and supporting the shift towards more sustainable modes of transport. This proposal strengthens our commitment to improving local infrastructure while responding to clear community demand for safer cycle storage facilities.
- 3.5 The programme contributes to several key priorities and outcomes set out in the Brent Borough Plan (2023–2027) and wider council strategies:

**Healthy and Sustainable Environment** – Increasing secure cycle parking supports active travel, reduces reliance on motor vehicles, and helps improve air quality. This aligns with Brent’s climate and sustainability commitments and the ambition to create greener, more resilient communities.

**A Cleaner, Safer Borough** – The installation of secure bike hangars/nests helps address bicycle theft and associated anti-social behaviour. Improved cycling infrastructure also contributes to safer streets and more accessible public spaces.

**Stronger Communities** – Providing high-quality neighbourhood facilities promotes social inclusion and responds directly to priorities raised through community engagement and NCIL consultation processes.

- 3.6 The programme is consistent with other relevant corporate policies and strategies, including Brent’s Long Term Transport Strategy, Climate & Ecological Emergency Strategy, the Active Travel Plan, and the Councils objectives to improve the public realm. By expanding secure cycle parking availability across the borough, the Council continues to deliver infrastructure that supports healthier lifestyles, enhances neighbourhoods, and meets the needs of Brent residents.

#### **4.0 Background**

- 4.1 The council requires the provision of the purchase and management of future bike hangars/nests and the management and maintenance of current bike hangars/nests. Council officers have undertaken a procurement exercise and identified a contractor providing the most advantageous offer in accordance with relevant evaluation criteria and therefore recommend award of a contract for the purchase and management of future bike hangars/nests and the management and maintenance of current bike hangars/nests (the “Contract”).

#### **The Procurement Process**

- 4.2 The Contract will be let using Council’s standard terms and conditions for five (5) years, with an option to extend for up to a further two (2) years on an annual basis.
- 4.3 Advertisements were placed on the central digital platform on 16/12/2025 to seek expressions of interest., Suppliers were provided with the specification and details of the tender approach. Suppliers were invited to complete additional conditions of participation using the Council’s Electronic Tendering Facility. 2 Suppliers subsequently completed the additional conditions of participation.
- 4.4 Shortlisting was carried out based on the contractors’ financial viability, technical ability and technical expertise between 16/12/2025 to

19/01/2026 with the deadline of tender submission being 19/01/2026 midday. We therefore received 2 bidders.

- 4.5 The tendering instructions stated that the Contract would be awarded based on the most advantageous submission to the Council and that in evaluating tenders, the Council would have regard to the following:
- Quality assessment – 45%
  - Value for money and price – 40%
  - Sustainability & Circular Economy – 5%
  - Social Value – 10%
- 4.6 Tenderers were required to submit information providing details of their proposed arrangements for performing the Contract including (but not limited to) the following:
- Bike hangar/nest product specification and security
  - Management and performance monitoring
  - Maintenance and site visits
  - Service provision
- 4.7 In addition tenderers were asked to provide information about health and safety risk assessments and the management of customer records (resident's personal information).

### **Evaluation process**

- 4.8 The tender evaluation was carried out by a panel of officers from Healthy Streets and Parking.
- 4.9 All tenders had to be submitted electronically no later than 12:00 (midday) on 19/01/2026. Tenders were opened on 19/01/2026 (pm) and two (2) valid tenders were received. Each member of the evaluation panel read the tenders and carried out an initial evaluation of how well they considered each of the award criteria was addressed in the tender.
- 4.10 The panel met on 28/01/2026 and each submission was marked by the whole panel against the award criteria.
- 4.11 The names of the tenderers are contained in Appendix 1. The scores received by the tenderers are included in Appendix 2. It will be noted that Contractor A was the highest scoring tenderer. Officers therefore recommend the award of the Contract to Contractor A, namely Lock It Safe Ltd.
- 4.12 The Contract will commence on 23/03/2026 subject to the Council's observation of the requirements of the mandatory standstill period noted in paragraph [8.3] below.

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

- 6.1 Bike Hangar/nest locations are agreed, subject to consideration of the outcome of officer consultation with ward Councillors, residents, businesses and other stakeholders

## **7.0 Financial Considerations**

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

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

## 8.0 Legal Considerations

- 8.1 The estimated value of the Contract over its lifetime is in excess of the Procurement Act 2023 (the “PA23”) threshold for Services and Supplies and the award of the Contract is therefore governed by the PA23. Section 3 of the report outlines how the Contract was procured in accordance with the PA23.
- 8.2 The award of the Contract is subject to the Council’s own Standing Orders and Financial Regulations in respect of Medium Value Contracts given the contract has an estimate value of £1,500,000. As such, under the Council’s Constitution the decision to award may be taken by Corporate Directors. However, Cabinet approval is required where the decision falls within paragraph 12 of Part 3 of the Constitution, namely is a “Strategic and high-level highways and transportation matter which includes decisions which affect 4 wards or more”. Cabinet approval is therefore required for the award of the proposed contract for Secure Cycle Parking – Bike Hangars/Nests.
- 8.3 The Council must observe a mandatory minimum 8 working day standstill period under the PA23 before the Contract can be awarded. Therefore, once Cabinet has determined which tenderer should be awarded the Contract, all tenderers will be issued with written notification of the Contract award decision. A minimum 8 working day standstill period will then be observed before the Contract is concluded – this period will begin the day after all Tenderers are sent notification of the award decision – and additional debrief information will be provided to unsuccessful tenderers in accordance with the PA23. The standstill period will run concurrently with the Council’s usual call-in process. Subject to there being no call-in, after the standstill period ends, the successful tenderer will be issued with a letter of acceptance and the Contract can commence.
- 8.4 There are no TUPE implications arising from this decision as Lock It Safe Ltd are the Council’s current contractor.

## **9.0 Equity, Diversity & Inclusion (EDI) Considerations**

- 9.1 Pursuant to s149 Equality Act 2010 (the “Public Sector Equality Duty”), the Council must, in the exercise of its functions, have due regard to the need to:
- (a) eliminate discrimination, harassment and victimisation and other conduct prohibited under the Act
  - (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and
  - (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it,
- 9.2 The Public Sector Equality Duty covers the following nine protected characteristics: age, disability, marriage and civil partnership, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation.
- 9.3 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.
- 9.4 There is no prescribed manner in which the council must exercise its public sector equality duty but having an adequate evidence base for its decision is necessary.
- 9.5 No diversity or equality concerns have been identified at this stage.
- 9.6 An Equality Assessment will be undertaken for new installations following consultation with affected residents and businesses.
- 9.7 All new bike hangars/ nests will be inclusive, accommodating adapted and cargo cycles where possible.

## **10.0 Climate Change and Environmental Considerations**

- 10.1 The expansion of secure cycle parking availability directly supports the aims of Brent’s Climate & Ecological Emergency Strategy. Increasing access to bike hangars/nests encourages more residents to choose cycling as a safe and practical alternative to car travel, helping to reduce carbon emissions and improve air quality across the borough. The programme complements wider active travel and sustainability initiatives, including Green Neighbourhood schemes, school streets, and public realm improvements. By providing reliable, secure facilities for bicycle storage, the scheme strengthens the borough’s cycling

infrastructure and supports long-term behavioural change towards low-carbon, healthier travel choices.

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

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

11.1 This service is currently provided by an external contractor and there are no implications for Council staff arising from retendering the Contract.

11.2 There are no property/accommodation implications arising from this proposal as all bike hangars/nests will be supplied and managed by the contractor and can be easily relocated if required.

### **12.0 Communication Considerations**

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

12.2 The promotion of this will also be included in the wider NCIL project communications plan and associated activities

### **Related document(s) for reference**

[Cabinet Report 8 December 2025: Procurement secure cycle parking.](#)

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

**Report sign off:**

***Jehan Weerasinghe***  
Corporate Director Neighbourhoods &  
Regeneration

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

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**APPENDIX 2**

**SECURE CYCLE PARKING, BIKE HANGARS/NESTS CONTRACT**

**EVALUATION GRID**

Quality		Weighting	A		B	
		5	Score	Result	Score	Result
1	Q1 Experience & Qualifications	15.0%	5	15.00%	3	9.00%
2	Q2 Scope of Services	10.0%	5	10.00%	3	6.00%
3	Q3 Response & Availability	10.0%	5	10.00%	4	8.00%
4	Q4 Parts & Replacements	5.0%	5	5.00%	3	3.00%
5	Q5 Documentation & Reporting	2.5%	5	2.50%	4	2.00%
6	Q6 Training & Support	2.5%	5	2.50%	4	2.00%
<b>Total out of 45%</b>		<b>45%</b>	<b>45.00%</b>		<b>30.00%</b>	

Sustainability & Circular Economy		Weighting	A		B	
		5	Score	Result	Score	Result
	Sustainability	2%	4	1.60%	4	1.60%
	Circular Economy - Q1	1.5%	5	1.50%	4	1.20%
	Circular Economy - Q2	1.5%	4	1.20%	3	0.90%
<b>Total out of 5%</b>		<b>5%</b>	<b>4.30%</b>		<b>3.70%</b>	

Social Value		Weighting	A		B	
		5	Score	Result	Score	Result
5	Social Value	5%	5	5.00%	4	4.00%
6	Social Value	2%	5	2.00%	4	1.60%
7	Social Value	3%	4	2.40%	5	3.00%
<b>Total out of 10%</b>		<b>10%</b>	<b>9.40%</b>		<b>8.60%</b>	

Commercial		Weighting	A	B
8	Costs submission	40%	£699,500.48	£1,334,660.00
<b>Total</b>		<b>40%</b>	<b>40.00%</b>	<b>20.96%</b>

Summary		Weighting	A	B
Quality		45%	45.00%	30.00%
Sustainability & Circular Economy		5%	4.30%	3.70%
Social Value		10%	9.40%	8.60%
Commercial		40%	40.00%	20.96%
<b>Total</b>		<b>100%</b>	<b>98.70%</b>	<b>63.26%</b>
<b>Ranking</b>			<b>1</b>	<b>2</b>

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