



Brent

Cabinet

Monday 22 June 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 & Cabinet Member for Adult Social Care
Grahl (Vice-Chair)	Deputy Leader and Cabinet Member for Finance & Resources
Amadi	Cabinet Member for Communities, Culture & Cost-of-Living Support
Dixon	Cabinet Member for Community Safety and Public Health
Johnson	Cabinet Member for Housing, Homelessness & Renters
Kelcher	Cabinet Member for Regeneration & Planning
Knight	Cabinet Member for Cleaner Streets, Transport & Public Realm
Rubin	Cabinet Member for Children's Services, Employment & Climate Action

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

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Notes for Members - Declarations of Interest:

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

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

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

***Disclosable Pecuniary Interests:**

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

****Personal Interests:**

The business relates to or affects:

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

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

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

or

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

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

Agenda

Introductions, if appropriate.

Item **Page**

1 Apologies for Absence

2 Declarations of Interest

Members are invited to declare at this stage of the meeting, the nature and existence of any relevant disclosable pecuniary or personal interests in the items on this agenda and to specify the item(s) to which they relate.

3 Minutes of the Previous Meeting 1 - 4

To approve the minutes of the previous meeting held on Tuesday 7 April 2026 as a correct record.

4 Matters Arising (if any)

To consider any matters arising from the minutes of the previous meeting.

5 Petitions (if any) 5 - 6

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) Opposition to change of use of tennis courts in Preston Park to a Multi-Use Games Area (MUGA)

The supporting details on the petition have been attached, for reference.

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

To consider any reports referred to Cabinet by either the Community & Wellbeing or Resources & Public Realm Scrutiny Committees.

7 Appointment of Cabinet Sub-Committees

Members are asked to confirm appointment of the following Cabinet Sub Committee for the 2026-27 Municipal Year:

Barham Park Trust Cabinet Sub Committee

Members:

Councillor M.Butt (Chair)
Councillor Grahl (Vice-Chair)
Councillor Johnson
Councillor Kelcher
Councillor Knight

Substitute Members:
Councillors Amadi, Dixon and Rubin

Resident & Housing Services reports

8 Brent Housing Compact 7 - 36

This report provides an update on the development of the Brent Housing Compact, a new partnership framework between the Council and Registered Providers (RPs).

Ward Affected: All Wards
Lead Member: Cabinet Member for Housing, Homelessness & Renters (Councillor Robert Johnson)
Contact Officer: Abiola Adegoke, Head of Housing Quality Assurance Engagement and Insight
Tel: 020 8937 4149
abiola.adegoke@brent.gov.uk

9 Authority to Tender for the Appointment of a Social Investment Backed Design & Delivery Partner to support the sourcing of suitable Providers for Housing Related Support Services 37 - 48

This report seeks Cabinet's approval to procure and appoint a design and delivery partner to work with Brent Council to design, develop and deliver an outcomes-based Housing Related Support service through a Social Outcomes Contract.

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

Service Reform & Strategy reports

10 Capital Investment in Leisure Centres 49 - 66

This report seeks Cabinet approval for a package of investment and associated financial measures relating to Vale Farm Sports Centre and Willesden Sports Centre as well as seeking approval for 20% discretionary National Non-Domestic Rates (NNDR) relief in relation to Vale Farm Sports Centre and Moberly Sports Centre.

Ward Affected:
All Wards

Lead Member: Cabinet Member for Community Safety & Public Health (Councillor Liz Dixon)

Contact Officer: Eugene Minogue, Head of Active Wellbeing and Leisure

Tel: 07355 611719

Eugene.Minogue@brent.gov.uk

11 Approval to Participate in a Joint Procurement Exercise for the provision of Advocacy Services 67 - 90

This report seeks Cabinet approval for the Council to work jointly with the London Borough of Harrow ("Harrow Council") to undertake a joint (collaborative) procurement for the commissioning of statutory advocacy services, including Care Act Advocacy, Independent Mental Health Advocacy (IMHA), Independent Mental Capacity Advocacy (IMCA) and the Relevant Person's Paid Representative (RPPR).

Ward Affected:
All Wards

Lead Member: Leader and Cabinet Member for Adult Social Care (Councillor Muhammed Butt)

Contact Officer: Edwin Mensah, Acting Head of Commissioning Contracting and Market Management

Tel: 020 8937 4132

edwin.mensah@brent.gov.uk

Children, Young People & Community Development reports

12 Proposal to expand Phoenix Arch Special School onto the Strathcona Site 91 - 122

This report provides a summary of the informal consultation undertaken between March and April 2026 on a proposal to expand Phoenix Arch Special School by 50 places using the Strathcona site (Strathcona Road, Wembley). The proposal to expand the school is a response to increasing demand for special school places across the borough for children who present with autistic spectrum condition (ASC) with approval being sought (taking into consideration the responses to the informal consultation) to move to a formal consultation through publication of a statutory notice to expand Phoenix Arch Special School through use of the Strathcona site.

Ward Affected:
Preston

Lead Member: Cabinet Member for Children's Services, Employment & Climate Action (Councillor Jake Rubin)

Contact Officer: Shirley Parks, Director - Education Partnerships and Strategy

13 Exclusion of Press and Public

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

14 Any other urgent business

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

Date of the next meeting: Monday 27 July 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 Tuesday 7 April 2026 at
10.00 am

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

1. **Apologies for Absence**

Apologies for absence were received from Councillor Grahl (Cabinet Member for Children's Services, Education and Employment) and Councillor Moeen (Cabinet Member for Community Safety and Cohesion) along with Nigel Chapman (Corporate Director Children, Young People and Community Development, Brent Council) with Shirley Parks (Director of Education, Partnerships and Strategy, Brent Council) substituting, Jehan Weerasinghe (Corporate Director Neighbourhoods and Regeneration, Brent Council) with Gerry Ansell (Director of Inclusive Regeneration and Climate Resilience, Brent Council) substituting, and Rachel Crossley (Corporate Director Service Reform and Strategy, Brent Council) with Tom Shakespeare (Director of Brent Integrated Care Partnership) substituting.

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 9 March 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. **Approval to increase supply for temporary accommodation**

Councillor Donnelly-Jackson (Cabinet Member for Housing) introduced a report from the Corporate Director Residents and Housing Services seeking approval to

adopt a strategic approach to increasing the supply of Temporary Accommodation through long-term leasing arrangements (10 years or more) with private sector housing providers delivering new and refurbished accommodation at affordable rental terms.

In introducing the report, Councillor Donnelly-Jackson began highlighting the clear and strategic approach to increasing the supply of Temporary Accommodation that the report set out in a particularly challenging context. In detailing those challenges, she advised that the demand for housing support had risen significantly over the past 2 years, with approximately 170 households approaching the Housing Need service each week, which she attributed to rising rents, shortages of affordable housing, and an increase in the number of residents facing complex and acute needs. In outlining the challenges, she recognised that Brent was not alone in facing pressures in relation to housing need demand given that London now accounted for over half of all homeless households in England and research suggesting that there was a significant Temporary Accommodation shortfall against a backdrop where the cost of accommodation in London had risen by 75% over the last 5 years. She emphasised that the current reliance on nightly accommodation was both costly and uncertain, exposing the Council to market volatility and placing considerable pressure on Council's finances, whilst often failing to provide the stability households needed.

As a way forward, Councillor Donnelly-Jackson advised Cabinet of the proposed new approach, moving towards long-term leasing arrangements of 10-years or more, which would enable the Council to secure a reliable supply of high-quality accommodation in Brent and neighbouring areas and achieve better value for money through reduced costs over time, whilst also improving the standard and suitability of accommodation available to vulnerable households.

As well as the benefits to those in housing need, Councillor Donnelly-Jackson detailed the financial benefits of the 10-year leasing scheme, which allowed the Council to claim back greater housing subsidy, as set out in paragraph 6.4 of the report, and which provided the Council certainty of supply, certainty of costs, and protection from market fluctuation. Further benefits from the model were detailed in relation to the wraparound support available for those being placed in accommodation through Civic Nest and through the various standards required to support these residents, including for properties to meet the Decent Home Standard.

In summing up, Councillor Donnelly-Jackson felt that the approach outlined allowed the Council to ensure both fiscal responsibility and better outcomes for residents, which she saw as a practical and necessary step in responding to the housing pressures being faced by the Council.

In welcoming the report, members recognised Temporary Accommodation as one of the highest cost pressures currently faced by the Council and therefore expressed support for the approach outlined in relation to the stability and quality that would be provided for residents whilst also demonstrating the prudent way the Council was delivering its financial responsibilities. It was recognised that the approach linked with the Council's priorities and commitments made through the borough plan and budget setting and provided good benefits to individuals and families in housing need.

Having welcomed the benefits of the approach in terms of value for money, cost certainty, and improved housing conditions and stability for vulnerable households placed in Temporary Accommodation, Cabinet therefore **RESOLVED:**

- (1) To approve the strategic approach to increasing the supply of Temporary Accommodation, in Brent and neighbouring areas, through long-term leasing arrangements (10 years or more) with accommodation providers delivering new and refurbished accommodation at affordable rental terms.
- (2) To delegate authority to the Corporate Director of Neighbourhoods and Regeneration, in consultation with the relevant Cabinet Member, the Corporate Director of Finance and Resources, and the Corporate Director of Residents and Housing Services to:
 - (a) Negotiate and agree on detailed Heads of Terms and enter into individual lease agreements with accommodation providers for Temporary Accommodation with terms of 10 years or more, in the best interests of the Council.
 - (b) Delegate authority to approve the finances and budgetary adjustments to the Corporate Director of Finance and Resources, in consultation with the Cabinet Member for Finance and Resources.
- (3) To note the risks identified in paragraphs 3.2.18 to 3.2.22 of the report, including the potential impact on forecast savings or cost avoidance, and the steps proposed by officers to mitigate these risks.

9. **Approval to establish an inter authority agreement with Harrow Council for the provision of telecare services for vulnerable people and their carers**

Councillor Nerva (Cabinet Member for Adult Social Care, Public Health & Leisure) introduced a report from the Corporate Director Service Reform & Strategy seeking approval to enter into an Inter Authority Agreement (Partnership) with Harrow Council for the provision of telecare services for vulnerable people and their carers.

In presenting the report, Councillor Nerva began by highlighting the importance of independence for residents, with many, including those with significant care needs, valuing the local authority and NHS services that enabled them to maximise their independence and control in a home setting. He emphasised that, with the improvements in technology being seen, the Council had an opportunity to support residents' independence in a better and more responsive way, which the proposals outlined sought to do by maintaining and developing services that used vital assistive technology to help older people and people of younger working age with disabilities to live safely and independently in the home for as long as they could.

In outlining the service, Councillor Nerva advised that assistive technology was becoming a much wider and more flexible offer that could improve safety, provide reassurance, and help people stay well in the comfort of their own homes. He emphasised that by continuing to work in partnership with Harrow, the Council could build on existing arrangements, avoid disruption to residents who relied on these services, and benefit from a more joined up approach leading to greater

reliability, better continuity of service and economies of scale achieved through working with an established partner.

In highlighting that the local authority saw telecare not only as a service available for people with funded care but as a first line offer to all residents who wished to take up the telecare offer, Councillor Nerva confirmed that the contract was being developed to enable the Council to get the best from new opportunities in assistive technology and would deliver a forward-looking service that supported independence and provided strong foundations for the future.

In welcoming the work being done in this area, which members felt utilised the opportunities arising from digital advancements in technology and reflected the Council's commitments around prevention and working in neighbourhoods, Cabinet **RESOLVED**, having also noted the need to amend recommendation 2.3 the report to reflect the phrasing of the delegation to 'in consultation with the Cabinet Member':

- (1) To approve an exemption from the usual tendering requirements set out in the Contract Standing Orders 84 for good operational and financial reasons:
- (2) To approve the creation of an Inter Authority Agreement ("the IAA") that implemented co-operation for the provision of telecare for vulnerable people and their carers for three years with an option to extend for a further 1 + 1 years with Harrow Council.
- (3) To delegate authority to the Corporate Director Service Reform and Strategy to finalise the terms of the IAA in consultation with the Cabinet Member for Adult Social Care, Public Health and Leisure, the Director of Law and the Corporate Director Finance and Resources.

9. **Exclusion of Press and Public**

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

10. **Any other urgent business**

There were no items of urgent business. Councillor Muhammed Butt took the opportunity to thank Cabinet Members for the work they had done and Directors for the support they had provided to the Cabinet and Council, noting that this would be the last Cabinet meeting before the local elections in May.

The meeting ended at 10.15 am

COUNCILLOR MUHAMMED BUTT
Chair

List of Petition(s) to be presented at Cabinet - 22 June 2026

- (1) Stop Brent Council from changing the tennis court in Preston Park, Wembley to a MUGA (Multi Use Games Area)**

Lead Petitioner – Angela Barrett petition contains 99 signatures.


Statement:

We the undersigned are concerned that the proposed change to the tennis courts in Preston Park has not been carried out with proper consultation; it will increase noise which could severely impact quality of life and enjoyment of properties and gardens. We want Brent Council to postpone this project until such time as a proper consultation is carried out and the correct planning permission obtained.

The proposed site for the Multi-Use Games Area (MUGA) - intended for football and basketball use - lies between 4 and 10m from 18 properties. Residents were not consulted and are deeply concerned the noise from the change in sporting activity will negatively affect their health and wellbeing.

Furthermore, residents have not been presented with evidence that the tennis courts are no longer required for tennis, resulting in a net loss of tennis facilities for the local community.

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 <p>Brent</p>	<p align="center">Cabinet 22 June 2026</p>
	<p align="center">Report from the Corporate Director, Resident and Housing Services</p>
	<p align="center">Lead Member – Cabinet Member for Housing, Homelessness & Renters (Councillor Robert Johnson)</p>
<p>Development of a Housing Compact Update</p>	

Wards Affected:	All
Key or Non-Key Decision:	Key
Open or Part/Fully Exempt: (If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)	Open
List of Appendices:	Two Appendix 1: Draft Housing Compact Appendix 2: Internal Service Areas Expected to Contribute to the Housing Compact
Background Papers:	None
Contact Officer(s): (Name, Title, Contact Details)	Abiola Adegoke, Head of Housing Quality Assurance Engagement and Insight 020 8937 4149 abiola.adegoke@brent.gov.uk Michael Cloy, Strategic Housing Team Leader 020 8937 1938 Michael.Cloy@brent.gov.uk

1.0 Executive Summary

- 1.1 This report provides an update on the development of the Brent Housing Compact, a new partnership framework between the Council and Registered Providers (RPs).
- 1.2 Engagement with residents and RPs has been undertaken over the past four months, resulting in a draft set of shared commitments across five themes.

1.3 The Compact is on track for finalisation in Q2 2026. Further co-design work with RPs and internal Council teams will refine commitments, governance arrangements and performance measures ahead of formal launch.

2.0 Recommendation(s)

2.1 To note the progress to date in developing the Brent Housing Compact.

2.2 To note that the next phase will include:

- Engagement with internal teams to confirm and align commitments.
- Establishment of an RP Working Group.
- Development of the governance model, including the proposed Housing Compact Board

2.3 Provide feedback on the Draft Housing Compact (as set out in Appendix 1 of the report).

3.0 Detail

3.1 Cabinet Member Foreword

3.1.1 This report sets out the development of Brent's Housing Compact, which represents an important step forward in how we can work with our housing partners to deliver better outcomes for Brent's residents.

3.1.2 Housing is one of the most pressing issues facing our borough, and while much of the social housing in Brent is owned and managed by Registered Providers, residents quite rightly still look to the Council when things go wrong.

3.1.3 At present, that can create frustration for residents and for Members, particularly where we have limited levers to drive improvements, as we have no special powers to instruct Landlords to change only the regulator can do that.

3.1.4 We seek to work in the spirit of partnership and this is what the Housing Compact is designed to address.

3.1.5 The Compact establishes a clear, borough-wide partnership framework between the Council and Registered Providers. It sets out shared expectations and commitments across key areas such as housing quality, repairs, anti-social behaviour, and resident engagement, while also being clear about the Council's role and responsibilities.

3.1.6 What is particularly strong about this work is that it has been shaped by residents themselves. Engagement over recent months has included over 100 residents and 14 housing providers, ensuring that the priorities we are focusing on reflect what matters most to people living in Brent.

3.1.7 The Compact is built around five core themes:

- increasing the supply of affordable housing.
- improving housing quality and safety.
- creating cleaner and safer neighbourhoods.
- preventing homelessness.
- strengthening resident voice and engagement

3.1.8 It responds to a rapidly changing regulatory environment, including new consumer standards, tenant satisfaction measures and legislative changes such as Awaab's Law, all of which require closer alignment between the Council and housing providers.

3.1.9 Members will know from their casework just how fragmented the landscape can feel.

3.1.10 This Compact gives us an opportunity to bring about greater consistency, improve communication, and strengthen our collective influence with Registered Providers operating across the borough.

3.1.11 The Brent Housing Compact supports key Borough Plan objectives relating to:

- Increasing the supply of genuinely affordable housing.
- Improving the quality, safety, and management of homes.
- Strengthening resident voice and accountability.
- Improving neighbourhood environments and tackling inequalities.

3.1.12 The Compact responds to current service pressures within social housing, including making best use of existing stock, improving complaints handling and strengthening repairs performance.

3.1.13 In addition, it will provide a mechanism to support landlords with increasing regulatory pressures, including the Regulator of Social Housing's Consumer Standards, Tenant Satisfaction Measures, Awaab's Law, and wider building safety requirements.

3.1.14 The Compact is intended to complement the Council's broader strategic direction and, where appropriate, support the aims of related initiatives, including Working Together in Neighbourhoods and health and wellbeing programmes such as Brent Health Matters.

Potential West London Alliance Collaboration

- 3.1.15 The development of the Brent Housing Compact also presents an opportunity to explore collaboration across West London. As many RPs operate across borough boundaries, a joint approach could strengthen collective influence, reduce duplication of engagement, and promote greater consistency in RP participation.
- 3.1.16 Brent will prioritise launching and reviewing its own borough-level Compact, establishing a clear standard for partnership working that could inform future collaboration.
- 3.1.17 An initial meeting has taken place with Hammersmith & Fulham and Harrow who have expressed interest in exploring a future Compact that could extend across West London boroughs.

3.2 Background

What is a Compact?

- 3.2.1 A Housing Compact is a voluntary partnership-based forum between the Council and local RPs. It sets out shared principles and commitments for joint working to improve housing outcomes, service delivery and neighbourhood management through sharing of knowledge and best practice.
- 3.2.2 The Compact is not a statutory requirement and does not constitute a legally binding contract.
- 3.2.3 The development of a Brent Housing Compact was initiated at the request of the previous Lead Member for Housing, Homelessness and Renters, informed by the positive outcomes achieved in other boroughs that have established similar partnership forums.
- 3.2.4 Brent currently holds quarterly meetings with larger RPs and an annual 'RP and Members' event. The Compact provides an opportunity to formalise and strengthen this engagement across all RPs into a structured partnership model with a clear shared vision.

3.3 Engagement and Evidence Base

- 3.3.1 In order to develop our ideas on a Housing Compact, over the past 4 months, we have engaged with more than 100 residents and a number of RPs ranging from large providers (e.g. SNG, MTVH and Peabody) and smaller bespoke specialist accommodation providers (e.g. Arpeggio, FurtherMore Project and Nacro).
- 3.3.2 This engagement with RPs has ensured the proposed Compact would represent almost 80% of all social housing stock in the borough. We expect this would further increase in participation as the Compact is developed, rolled out and embedded.

3.3.3 We researched and met with other boroughs with live Compacts to learn from their experiences (e.g. Westminster, Richmond and Camden). Officers identified that Waltham Forest's model best emulated the ethos and goals desired from a Brent Compact.

3.3.4 Learning from Waltham Forest

The London Borough of Waltham Forest has operated a Housing Compact since 2019 and is now in its second five-year cycle. Officers met with the team responsible for developing and delivering the Compact to identify key learning and best practice advice.

Key lessons included:

- **Resident involvement** – Early phases of the Compact experienced challenges in achieving meaningful resident participation. The borough is now strengthening this area, including proposals for a community investment fund with resident involvement in decision-making.
- **Partner engagement** – Differing levels of RP engagement required a persistent and flexible approach.
- **Learning over enforcement** – Waltham Forest's approach focuses on recognising strong performance and sharing best practice between RPs and the Local Authority, rather than adopting an enforcement-led model.
- **Finance and staffing** – They currently allocate 1.5 full time roles to coordinate and support the delivery of the Compact

Alongside these lessons, several aspects of the governance model have supported delivery:

- **Senior Leadership Board Chairs** – A Leadership Board is co-chaired by the Cabinet Member for Housing and a Chief Executive from a medium RP. This has helped to reinforce the shared ownership of the Compact and ensured senior level engagement of partners.
- **Targeted working groups** – Have been used to address specific issues identified by the Board e.g. one led to the development of an Anti-Social Behaviour (ASB) protocol that clarifies responsibilities and contact points across the borough.
- **Flexible scope** – the Compact document kept a broad remit to allow it to respond to emerging housing issues without requiring formal structural changes.

3.3.5 Given its alignment with the goals of Brent's Housing Compact, the insight has informed Brent's proposed model, which emphasises partnership and collaboration between the Council and RPs.

3.4 Governance Proposal

3.4.1 A clear governance structure would provide the oversight required to guide Compact and enable accountability of partners.

3.4.2 We propose to adopt a blended approach informed by our learnings from existing Compact models, including:

3.4.3 a) Housing Compact Leadership Board

A senior-level Leadership Board will provide strategic oversight. The Board will:

- Meet bi-annually to review progress and performance trends
- Be co-chaired by a Councillor and a senior RP representative
- Agree shared annual priorities and commission joint initiatives
- Provide a central forum for accountability and strategic direction
- Decide on priorities to be addressed by working groups

3.4.4 b) Working Group

Thematic working groups will be established to address the priority issues as identified by the Leadership Board. This will involve a mixed group of key stakeholders to drive improved outcomes in areas such as ASB, estate management or complaints.

3.4.5 c) Resident Engagement

Based on the existing surveys carried out to inform the Compact, we will use these findings to drive the first phase of work.

To keep residents' voices at the centre of the Compact it is proposed that an annual in-person Housing Compact Event take place. It will provide tenants and leaseholders across participating RPs an opportunity to receive an update on progress and help shape future priorities. The format and methods of engagement will be reviewed throughout the lifecycle to ensure we reflect what would be best for residents.

In addition, lighter-touch engagement will take place throughout the year, for example through readership panels, newsletters and Brent magazine updates.

3.5 Data and Performance Framework

3.5.1 A shared performance framework will support transparency and accountability. This will include:

3.5.2 a) Tenant Satisfaction Measures (TSMs)

RPs are required to collect and publish TSMs, providing consistent data on repairs, safety, neighbourhood management, complaints and resident experience.

3.5.3 b) Additional local metrics

A small number of locally agreed indicators will be collated to reflect Brent priorities, enabling monitoring of progress against Compact commitments and identification of areas for joint improvement.

4.0 Stakeholder and Member engagement

4.1 Resident engagement has included widely promoted surveys, with multilingual versions distributed through community hubs, libraries, faith buildings and Council communications. RPs also promoted the survey directly to their tenants, and in total over 100 responses were received.

4.2 Our RP engagement has included surveys and an in-person session at the Civic Centre, with representation from both large and smaller specialist providers. Fourteen RPs have engaged to date, with further participation anticipated as the draft Compact is shared more widely.

4.3 The Lead Member for Housing, Homelessness and Renters has been briefed on progress and has endorsed continued development of the Compact.

4.4 The development of the Housing Compact aligns with commitments referenced within the Labour Group draft manifesto.

4.5 Member engagement will take place during the final drafting stage, with feedback invited prior to finalisation.

4.6 The next stage of development will focus on engagement with internal teams to confirm ownership and ensure that proposed commitments are measurable and deliverable. See Appendix 2 for a breakdown of directorates and teams expected to contribute to delivery of the Compact.

5.0 Financial Considerations

5.1 Development of the Compact has been delivered within existing service resources.

5.2 Ongoing coordination and partnership activity will likely require dedicated officer time possibly resulting in a realignment of responsibilities and/or additional capacity.

For instance:

- The City of Westminster allocated approximately £100,000 towards consultancy support and development costs associated with establishing its Housing Compact.

- The London Borough of Waltham Forest currently allocate approximately 1.5 full-time equivalent roles to support ongoing Compact delivery and coordination.

5.3 Where resident or independent representation is included at Leadership Board level, there may be associated costs relating to remuneration or training.

6.0 Legal Considerations

6.1 The Compact is voluntary and does not impose statutory obligations.

6.2 Commitments and information-sharing arrangements will be reviewed to ensure they do not inadvertently create legal liabilities and obligations.

7.0 Equity, Diversity & Inclusion (EDI) Considerations

7.1 Resident engagement has been inclusive, with multilingual materials and targeted outreach.

7.2 The Compact's priorities directly support Brent's policies and ethos, in promoting equality and reducing health and social inequalities, particularly in relation to housing quality, safety and homelessness prevention.

8.0 Climate Change and Environmental Considerations

8.1 The Compact seeks to work towards Brent's Net Zero goals, aligning with existing strategic priorities.

9.0 Communication Considerations

9.1 A co-ordinated communications approach will be required to launch the Compact, ensuring consistent messaging with RPs and clarity about the purpose and benefits of the agreement.

9.2 Options will be developed for ongoing stakeholder engagement and reporting on progress, including feedback mechanisms and opportunities for participation.

9.3 As the development of the Compact falls within the pre-election period, communications will comply with publicity guidance. Operational delivery will continue, with any Member-related promotional activity managed in accordance with pre-election restrictions.

Report sign off:

Thomas Cattermole

Corporate Director, Resident & Housing Services

Legal considerations provided by:

Nadeem Khan, Head of Law Commercial

Finance considerations provided by:

Jekaterina Popova, Head of Finance

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BRENT SOCIAL HOUSING COMPACT

2026-2031



FOREWORD



Cllr Robert Johnson
Cabinet Member for Housing

I am delighted to introduce Brent's Housing Compact, a shared commitment between the Council and our housing partners to deliver better homes, stronger communities, and a fairer future for everyone in our borough.

Housing is one of the most important issues facing Brent today. We understand that a home is about more than bricks and mortar, it underpins people's health, wellbeing, and life chances. Every resident deserves access to a safe, affordable home and a neighbourhood they can be proud of. This Compact sets out how we will work together to turn that ambition into practical action.

Through closer collaboration with our Registered Providers (RPs), we will focus on the issues that matter most to residents. These include increasing the supply of genuinely affordable homes, improving the quality and safety of existing housing, preventing and reducing homelessness, and investing in clean, safe, and thriving neighbourhoods. The Housing Compact strengthens our collective commitment to tackling these challenges in a coordinated and consistent way.

Crucially, this Compact is shaped by what residents have told us. By working in partnership with residents and actively listening to their priorities, we will ensure that housing decisions reflect the needs and aspirations of the people who live in Brent. Together, we can build a better Brent, and a borough where everyone has a place to call home.

INTRODUCTION

Brent is a borough of opportunity and diversity, but for many residents significant housing challenges continue to affect their daily lives. A secure and affordable home is fundamental to people's wellbeing and opportunities, yet this remains out of reach for too many people in the borough. Rising demand, combined with affordability pressures, means that housing need is increasing in scale and complexity. Meeting this challenge requires effective collaboration across the housing sector, with partners working together to deliver homes and communities that meet the needs of Brent residents.

The scale of the problem

High rental costs, alongside the ongoing cost-of-living crisis, have made it more difficult than ever for individuals and families to afford suitable housing. The Brent Local Plan (2019–2041), supported by the Strategic Housing Market Assessment, sets out the scale of housing need in the borough. By 2041, Brent will likely require nearly 50,000 new homes, with almost half of these needing to be affordable in order to meet local demand.

What We Are Doing Together in Brent

All Housing Compact partners are committed to addressing housing need and improving the quality, safety and sustainability of homes across the borough. Over the past five years, registered providers have delivered more than 3,500 low-cost affordable homes in Brent, making a significant contribution to meeting local need.

Further, Brent Council's New Council Homes Programme is delivering hundreds of new homes across the borough, ranging from infill developments to major estate regeneration projects. The Borough Plan (2023–2027) commits Brent Council to delivering 5,000 affordable homes by 2028, including 1,700 new council homes. This ambition sits alongside the ongoing

contribution of registered providers and reflects a shared determination across the sector to ensure that everyone in Brent has access to a safe, decent, and genuinely affordable home.

Increasing supply is only part of the challenge. Compact partners are also investing in the quality and safety of existing homes. Landlords operating in Brent are preparing for the new consumer standards by improving building safety, tackling damp and mould, and strengthening resident engagement. These collective efforts are already making a difference, from families moving into new homes to estates being improved and modernised.

Strong partnerships between Brent Council, registered providers, and wider housing partners are more important than ever. Shared priorities, coordinated action, and collective accountability across the housing sector will be critical to addressing housing need and supporting sustainable communities in the borough.

The Changing Context for Housing

Housing in Brent is being shaped by a rapidly evolving economic and policy landscape. At a national level, local government is operating under increased financial strain due to rising costs and constrained funding. Although the Council has invested heavily in new homes, significantly more needs to be done to meet demand.

At the same time, the housing sector has entered a new era of accountability and consumer protection. The Social Housing (Regulation) Act 2023 introduces a proactive regulatory regime, with strengthened consumer standards covering safety, quality, transparency, and tenant influence. From April 2024, the Regulator of Social Housing has enhanced powers to inspect and enforce compliance, raising expectations of landlord performance across the sector.

Additionally, Awaab's Law, introduced following the tragic death of Awaab Ishak, places legal duties on landlords to investigate and remedy hazards such as damp and mould within strict timeframes. Compact partners welcome these changes, as they provide an opportunity to strengthen services, improve outcomes for residents, and ensure that all organisations are held to consistent, transparent standards. The Compact provides a framework through which partners can support one another to meet these expectations and continuously improve.

What the Compact Will Do

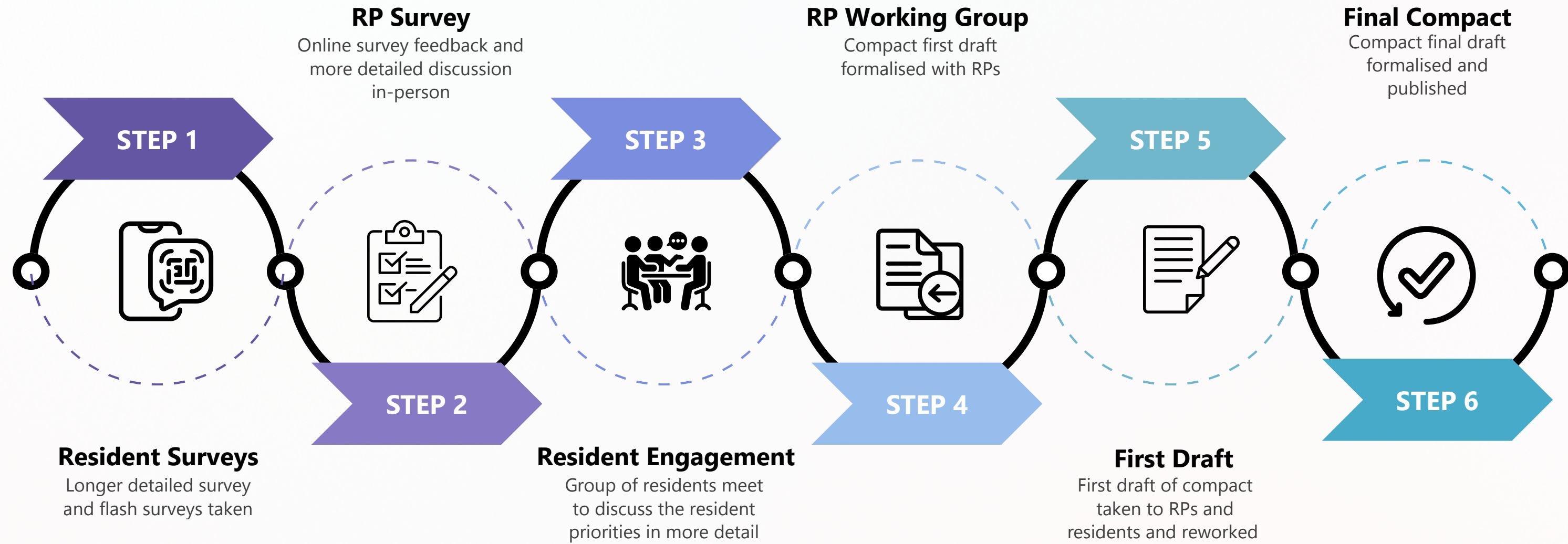
The Housing Compact sets out shared priorities and commitments to:

- Deliver more affordable homes, aligned with Brent's Local Plan priorities.
- Improve the quality and safety of existing homes to meet and exceed new regulatory standards.
- Create cleaner and safer neighbourhoods where residents can thrive.
- Prevent and reduce homelessness by sustaining tenancies and supporting people into secure homes.
- Provide tailored services to residents and embed their voices in how services are designed and delivered.

By agreeing and delivering this Compact, Brent Council and its housing partners place residents at the heart of everything we do. The Compact provides a flexible framework through which partners can agree how they will work together to achieve shared outcomes.



DEVELOPMENT

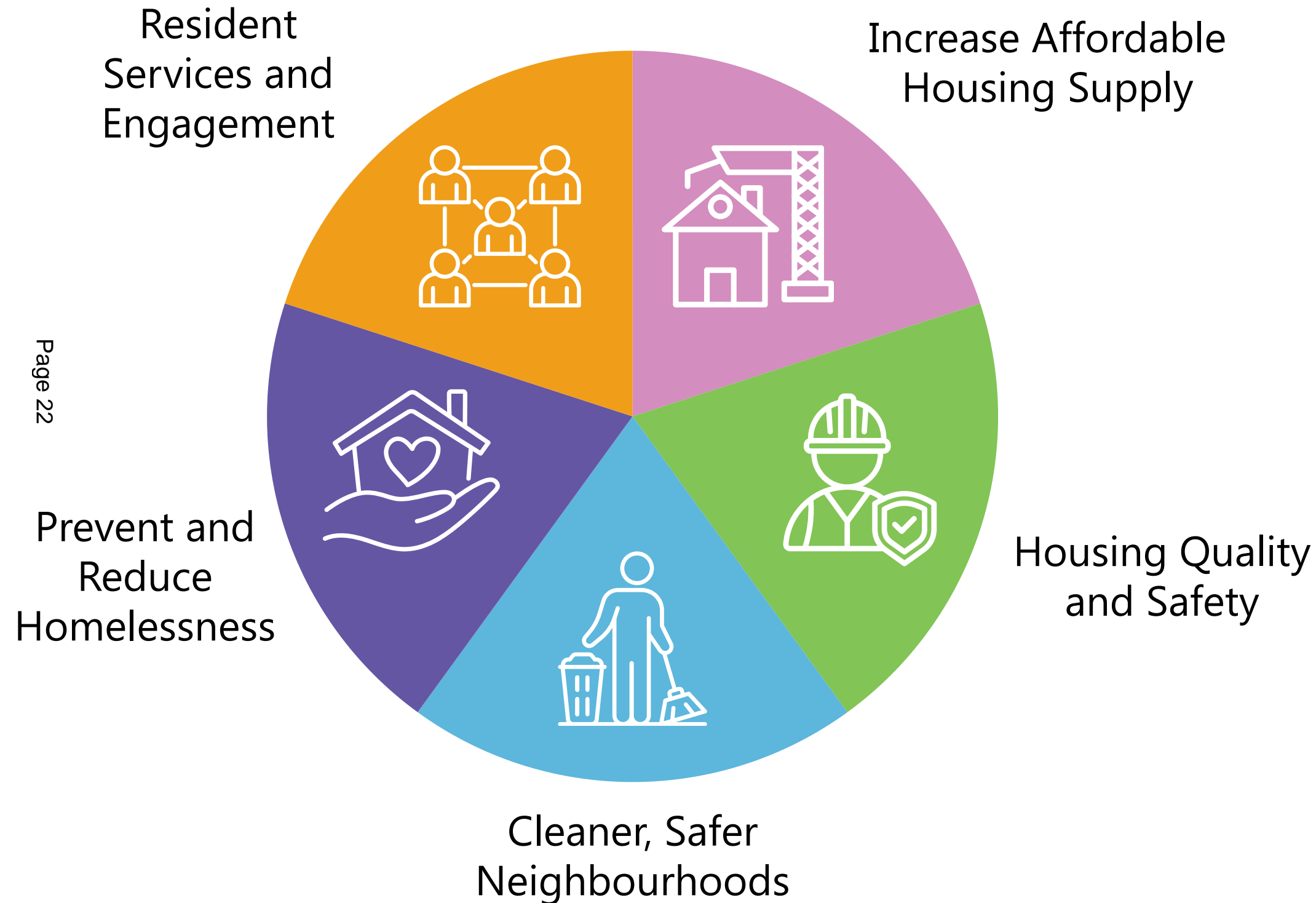


OUR HOUSING COMPACT

2026-2031



Five Key Themes:



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The Housing Compact draws directly on resident feedback to identify five key themes that reflect what matters most to people living in Brent. These themes set out the shared priorities that will guide joint working between the Council and its housing partners over the lifetime of the Compact.

The five key themes are:

- Increase the Affordable Housing Supply
- Housing Quality and Safety
- Cleaner, Safer Neighbourhoods
- Prevent and Reduce Homelessness
- Resident Services and Engagement

These cross-cutting themes represent where residents have told us the greatest priorities lie. While each theme has a distinct focus, they are closely interlinked. Delivering tangible improvements for residents, their homes, and their neighbourhoods depends on collaborative action across all five themes.

DELIVERING THE COMPACT

Delivering the Housing Compact requires strong governance and effective collaboration between Brent Council and its registered providers. The Compact provides a shared framework for action across the housing sector that will drive measurable improvements for residents, their homes, and their neighbourhoods.

To ensure the Compact leads to meaningful change, we have established a clear governance structure and delivery approach that supports joint working, transparency between partners, and continuous improvement.

Compact Taskforce

The Compact Taskforce will support the day-to-day delivery of the Housing Compact. Made up of Compact leads from the Council and partner organisations, the Taskforce will meet regularly to review progress, identify emerging risks, and agree corrective action where required.

Each partner organisation will be responsible for delivering the commitments relevant to their services,

with Compact leads accountable for coordinating activity and escalating risks or underperformance through the Taskforce.

The Taskforce will:

- Monitor and evaluate performance against key performance indicators linked to each of the five Compact themes.
- Establish effective communication and knowledge-sharing channels between partners.
- Coordinate cross-sector focus groups and forums to share learning and best practice.
- Produce an annual report on delivery of the Housing Compact.

Measuring Progress

The primary mechanism for measuring the delivery of the Housing Compact will be the Tenant Satisfaction Measures (TSMs). TSMs provide a consistent and well-recognised framework for assessing landlord performance and resident

experience, and reflect many of the issues residents have identified as most important.

Where additional measures are required to assess progress against specific commitments, these are set out within each section under *Measuring Outcomes*. These metrics will supplement the TSMs and track progress on particular priorities.

Performance data will be used not only to monitor outcomes, but also to inform joint improvement activity and target support where performance or resident experience falls below expected standards. Key findings and progress updates will be shared with residents.

The Housing Compact is a flexible framework and will be reviewed regularly to ensure it remains responsive to resident priorities, and the wider housing context.



Increase Affordable Housing Supply

Background



£551,000

Average house price
(Sept 2025)

£1,853pcm

Average private rent for a
two-bed home (Oct 2025)

14.67x median earnings

Housing affordability ratio (compared to an
affordable range of 4-6x)

Residents told us this was important to them:

"Building homes suitable for families."

"Tackling empty homes to bring them into use."

"Need good quality, affordable housing"

36,000+ households

Currently on Brent's social housing
waiting list (around 1 in 10 residents)

- Average wait for two-bed homes: 10+ years
- Average wait for four-bed homes: 20+ years

The Brent Borough Plan

- 5,000 affordable homes to be delivered by 2028 including 1,700 new council homes

Increase Affordable Housing Supply

Commitments under this theme:

1. Deliver new affordable homes

- Contribute to and encourage the delivery of new affordable homes, aligned with Brent's Local Plan and wider housing strategies.
- Prioritise the delivery of a diverse range of affordable homes, including larger family-sized properties and adapted or accessible homes, to meet the varied needs of Brent's residents.
- Work in partnership to maximise affordable housing delivery opportunities across the borough.

2. Maximise housing stock

- Work collaboratively to promote downsizing incentives for Council and Registered Provider tenants, helping to free up larger homes for families.
- Address long-term voids through shared learning and best practice to bring homes back into use more quickly.
- Strengthen nominations and allocations processes to make best use of available housing stock. This includes reducing void turnaround times, remove barriers to nominations, and enable faster and more effective matching of households to homes.
- Share best practice on effective stock management and successful schemes.

3. Facilitate housing development

- Work in partnership to identify and unlock sites and opportunities to accelerate housing delivery.
- Collaboratively explore ways to streamline planning and development processes for schemes that align with the principles of the Compact.
- Share learning from successful delivery of housing schemes, including successful approaches to community wealth building.
- Support Community Land Trusts (CLTs) by sharing expertise, reducing delivery barriers and exploring opportunities to bring forward sites.

PERFORMANCE INDICATORS

- Regular reporting on new affordable housing delivery.
- Frequent check-in meetings with Registered Providers to review stock maximisation opportunities.
- Reviewing Brent's allocations and nominations agreements.
- Monitoring void turnaround times and returns to use.
- Planning metric (tbc)

Housing Quality and Safety

Background



77.9%

Non-emergency responsive repairs completed on time

87.5%

Emergency responsive repairs completed on time

44%

Of residents stated the most valued feature of living in Brent is that it is a **safe area**

Residents told us this was important to them:

"Better repairs service"

"Safety of residents"

"Improvements in existing homes"

"Building safety remediation works"

The **Social Housing (Regulation) Act** introduced proactive inspections and strengthened consumer standards in 2023.

From 2024, the **Regulator of Social Housing** gained enhanced enforcement powers, increasing scrutiny of landlord performance.

Awaab's Law requires landlords to investigate and fix hazards such as damp and mould within strict legal timescales.

Housing Quality and Safety

Commitments under this theme:

1. Improve stock condition & repairs

- Improve and maintain property condition data to facilitate data-driven decision making.
- Gather insight on how partners communicate with tenants about complex repairs, and commit to improving clarity and delivery.
- Share data on repairs timeframes and quality to serve as benchmarks for improvements.
- Commit to regular performance reviews and shared learning where issues are recurring, to prevent repeat failures and improve outcomes.

2. Ensure building safety & compliance

- Align compliance and safety processes to meet Social Housing Regulations, ensuring hazards are addressed within statutory timeframes.
- Ensure that all homes (including high-rise buildings) are fully compliant with all fire safety regulations through data sharing.
- Jointly monitor and complete fire risk assessments, gas safety checks and five-year electrical inspections.
- Share best practice and coordinate responses to strengthen assurance and resident safety.
- Work in partnership with Public Health to identify and address health risks within the home, including damp and mould, indoor air quality, and hazards affecting vulnerable residents.

3. Reduce damp & mould issues

- Facilitate the alignment of damp and mould protocols in accordance with Awaab's Law.
- Agree joint protocols for urgent repairs, meeting statutory timeframes for hazard removal.
- Share best practice and improve information provided to residents to help them understand and mitigate the risks of damp and mould.
- Share data to identify trends, repeat issues and any properties at higher risk.

PERFORMANCE INDICATORS

- Percentage of housing stock that has up-to-date condition data.
- Average repair completion times, differentiated by priority
- Number and severity of damp and mould cases
- Time taken to complete damp and mould works
- Resident satisfaction with damp and mould responses and advice provided
- Percentage compliance with safety requirements under Social Housing Regulations.
- Completion rates of FRA, gas and electrical checks.

Cleaner, Safer Neighbourhoods

Background



33.8%

Household waste recycled in Brent in Q3 2024/25. Around average London performance.

Over 5,700 cases

Of enforcement action taken against waste and fly-tipping incidents in the past year.

35,000

cases of flytipping 2022-23

Strategies in place

- Brent's **Climate and Ecological Emergency Strategy 2021-2030** set a borough-wide framework for reducing carbon emissions, improving air quality and enhancing biodiversity.
- The Council's **Waste and Recycling Strategy** focuses on increasing recycling rates, reducing contamination and tackling fly-tipping through prevention and enforcement.

Residents told us this was important to them:

"Keep the estate clean"

"Improving the environment around the local area "

"Anti social behaviour and safety"

"Ease issues such as flytipping"

Cleaner, Safer Neighbourhoods

Commitments under this theme:

1. Enhance street cleaning and waste management

- Share learning to improve approach to bulk waste management and fly-tipping response, ensuring faster collection times and joint enforcement.
- Standardise communication to residents around waste disposal, recycling and bulky waste processes.
- Commit to joint estate walkabouts and monitor environmental conditions to agree improvement action plans.
- Share data on hotspot locations between council services and RPs to reduce duplication and increase efficiency.

2. Manage and reduce Anti-Social Behaviour (ASB)

- Use a multi-agency joint-working approach for serious and high-risk ASB cases (e.g. those requiring escalation such as BJAG or MARAC referrals), while ensuring proportionate responses for lower-level issues.
- Ensure a multi-agency joint-working approach is used by all partners to address anti-social behaviour.
- Commit to advertising outreach services within neighbourhoods to ensure early intervention is available for potential perpetrators of ASB.
- Provide safeguarding and dedicated victim support measures for residents affected by ASB, ensuring they are informed and supported to appropriate services throughout case management.

3. Promote Sustainable Living

- Support residents to adopt sustainable behaviours through joint campaigns e.g. energy saving, responsible waste disposal and active travel
- Promote green infrastructure initiatives such as tree planting, biodiversity improvements and community gardens, particularly in areas with limited access to green space.
- Encourage resident awareness and engagement activities related to climate change and environmental sustainability.

PERFORMANCE INDICATORS

- Number of fly-tipping incidents
- Number of joint estate walkabouts
- Recycling rates across the borough
- Evidence of resident engagement activities related to waste, recycling and sustainable living
- Number of ASB cases recorded
- Number of ASB cases resolved through multi-agency intervention

Prevent and Reduce Homelessness

Background



3,600 children

Living in temporary accommodation

170 households

per week
Average homeless approaches

521 people

Rough sleeping in 2024/25
(21% increase from 2023/24)

Residents told us this was important to them:

"Tackle homelessness and inequality, reduce poverty" "Appreciate the support from Brent [in] relief from homelessness"

£100,000 daily

Spent on temporary accommodation costs in 2025

- Brent has one of the highest rates of temporary accommodation usage in London

The Affordability Challenge:

Recent research highlights the severity of the affordability crisis in London:

- Only **1.7% of the private rented sector** homes in London are affordable to households relying on Local Housing Allowance

Prevent and Reduce Homelessness

Commitments under this theme:

1. Strengthen early intervention approach

- Work proactively to identify residents at risk of homelessness early. Partners will maintain effective tenancy sustainment support and are expected to sign up to the National Housing Federation's Commitment to Refer, working jointly to prevent homelessness.
- Ensure clear referral pathways between housing, welfare, and support services so residents can access advice and financial support at the earliest stage.
- Work with RPs to understand how to work with households at risk of homelessness due to domestic abuse and mutual exchanges as a means of prevention.

2. Deliver a joined-up approach to key services

- Identify and implement opportunities to deliver coordinated support for residents experiencing or at risk of homelessness, including those experiencing mental ill health, substance misuse, or complex health needs
- Partners will engage in multi-agency forums involving housing, health and social care services, including through nominated representatives to support tenancy sustainment.
- Partners providing temporary accommodation will deliver proactive tenancy management, including early support, regular contact, and joint working with the Council to stabilise tenancies and support move-on.
- Work collaboratively, including through co-location where possible to improve information sharing and understanding of resident needs.

3. Share data for prevention

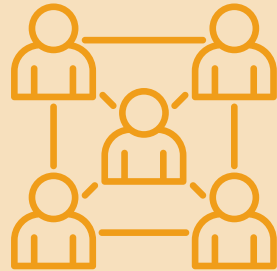
- Monitor homelessness trends and share relevant data (e.g. arrears, tenancy warnings) through statutory reporting and local performance monitoring
- Share learning and good practice using resident feedback, complaints and lived experience data to understand causes of homelessness and improve services.

PERFORMANCE INDICATORS

- Rough sleeping figures and homelessness approaches
- Crisis: record if someone left social housing and went onto the streets
- % of successful homelessness preventions.
- Number of evictions
- Number of referrals made by Registered Providers to the Council's homelessness prevention services.
- Built for Zero
- Best practice examples demonstrating sustained tenancies and positive resident outcomes.

Residents Services and Engagement

Background



64%

of Brent residents are from BAME backgrounds

37%

of residents use a main language other than English

58%

of residents would like to be more involved in local decision making

Residents told us this was important to them:

"Create better communication"

"Improve overall services for residents"

"Ensure consistent engagement and transparency"

Resident satisfaction with housing services remains a key challenge:

47.8%

Residents satisfied with the overall service from their landlord

56.9%

Residents satisfied that their landlord keeps them informed about what matters most

Brent's Tenant and Leaseholder Engagement Strategy (2024-2028)

commits to: 'strengthening resident voice, improving communication, and engaging residents in inclusive and accessible ways.'

Residents Services and Engagement

Commitments under this theme:

1. Improve resident engagement

- Support and participate in joint estate roadshows and outreach activities, including Registered Providers contributing to existing events to engage residents locally.
- Ensure clear and consistent signposting so residents understand how to access services and raise concerns
- Provide clear and accessible communication for residents, including the use of plain language and alternative formats where needed.
- Be transparent about landlord performance, sharing information so that residents can challenge and hold partners accountable.
- Actively use community insight and lived experience to inform service improvements and neighbourhood priorities.

2. Increase resident involvement in decision-making

- Promote meaningful opportunities for residents to influence decisions that affect their homes, services, and neighbourhoods.
- Offer clear feedback to communities on how their involvement has influenced decisions and outcomes.
- Jointly explore and adopt best practice from across the housing sector to strengthen resident voice in local decision making.
- Embed resident involvement in service design, delivery and renewal processes.

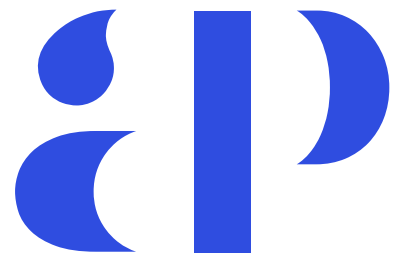
3. Strengthen communities and resident wellbeing

- Work in partnership with housing, public health, and community services to identify residents who may require additional or targeted support.
- Collaborate in neighbourhoods, including through joint events and outreach to proactively identify and support residents.
- Work together to ensure an aligned approach safeguarding residents.

PERFORMANCE INDICATORS

- Number of joint resident engagement activities delivered (e.g. estate roadshows and outreach events).
- Best practice examples demonstrating effective resident involvement and influence on decision-making.
- Evidence of improved access to services and support for residents.

COMPACT PARTNERS



CLARION
HOUSING GROUP



Innisfree

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L&Q



Metropolitan
Thames Valley

Nacro

OCTAVIA

Peabody



Sapphire Independent Housing

SNG Sovereign
Network
Group



Brent

Appendices

Appendix 1: Draft Housing Compact

The Draft Housing Compact is attached as a separate document (pdf).

Appendix 2: Internal Service Areas Expected to Contribute to the Housing Compact

The following internal service areas are expected to contribute to the development and delivery of the Housing Compact:

Director for Housing Services – Spencer Randolph

- Strategic Housing Partnerships and Engagement Team
- Voids Team
- Repairs Team
- Compliance Team
- Housing Management Team

Director for Housing Needs and Support – Lawrence Coaker

- Homelessness Services
- Housing Options Team
- Allocations Team

Director for Inclusive Regeneration and Climate Resilience - Gerry Ansell

- Planning Team
- Development Team
- Climate Emergency Strategy Team

Director for Public Realm - Chris Whyte

- Estate Services Team

Director for Community Development - Kibibi Octave

- ASB Team

Director for Public Health – Ruth du Plessis

Deputy Director of Organisational Assurance and Resilience– Darren Armstrong

- Emergency Planning


Director of Resident Services – Kirsteen Roe

- Brent Hubs

Director of Strategic Commissioning Capacity Building and Engagement – Rhodri Rowlands

- Place Leadership Team

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 Brent	Cabinet 22 June 2026
	Report from the Corporate Director, Resident & Housing Services
	Lead Member – Cabinet Member for Housing, Homelessness & Renters (Councillor Robert Johnson)
Authority to Tender Contract for the Appointment of a Social Investment Backed Design & Delivery Partner to source suitable providers for Housing Related Support Services	
Wards Affected:	All
Key or Non-Key Decision:	Key
Open or Part/Fully Exempt: <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	Open
List of Appendices:	None
Background Papers:	None
Contact Officer(s): <small>(Name, Title, Contact Details)</small>	Fozia Ashraf, Private Sector Initiatives and Projects Team Leader Fozia.Ashraf@brent.gov.uk

1.0 Purpose of Report

1.1 This report seeks Cabinet’s approval to procure and appoint a design and delivery partner to work with Brent Council to design and develop, and where viable, deliver an outcomes-based Housing Related Support service through a Social Outcomes Contract, whereby payments are linked to the achievement of agreed outcomes. This report requests approval to invite tenders in respect of the above as required by Contract Standing Orders 88 and 89.

2.0 Recommendation(s)

2.1 To approve the procurement of a design and delivery partner to co-design an outcomes-based Housing Related Support service, in accordance with the approach set out in this report.

2.2 To approve officers evaluating the tenders referred to in 2.1 above on the basis of the evaluation criteria.

2.3 To delegate authority to the Corporate Director, Resident Services in consultation with the Cabinet Member for Housing, Homelessness and Renters

to award the contract to the design and delivery partner for a term of 4 years with an option to extend for a further 2 years to co-design the service model with the Council and procure suitable delivery partners to deliver outcomes-based Housing Related Support service through a Social Outcomes Contract.

3.0 Detail

3.1 Cabinet Member Foreword

3.1.1 The proposals in this report directly support the Borough Plan priorities of supporting residents at risk of homelessness, promoting independence and resilience, and reducing inequality for those experiencing the greatest disadvantage. By focusing on early intervention and prevention, the service contributes to improved housing stability and reduces pressure on statutory services.

3.1.2 The approach identified also supports the Council's commitment to preventing homelessness, improving housing stability and supporting vulnerable residents to live independently. By exploring an outcomes-based commissioning approach for Housing Related Support, the Council is seeking to strengthen service effectiveness, improve value for money and attract social investment to support delivery of better outcomes for residents. This work aligns with the Council's wider ambition to deliver innovative, partnership-based solutions that respond to local need and make the best use of available resources.

3.2 Background

3.2.1 Housing Related Support provides non-statutory, time-limited support of up to two years to vulnerable residents to enable them to live independently and sustain their tenancies. The service supports homeless people, individuals with mental health support needs, ex-offenders, women fleeing domestic abuse and complex needs. Support is delivered either through floating support in a person's own home or within supported accommodation, where the support is linked to the accommodation. The service provides low-level practical and emotional support, including help with managing rent and utility payments, access employment, training or education, developing daily living skills and building connections within the community. In doing so, Housing Related Support helps prevent homelessness and tenancy breakdown for residents whose support needs do not meet the statutory eligibility criteria for Adult Social Care services.

3.2.2 To further strengthen outcomes and performance, the Council is seeking to explore an outcomes-based commissioning approach through a Social Outcomes Contract. This approach supports the Borough Plan objective of delivering effective, financially sustainable services that demonstrate impact and value for money.

3.2.3 The proposed model outlined above allows the Council to work collaboratively with a partner to assess the viability of the Housing Related Support workstream before making any commitment to delivery. Together, the Council

and the partner would co-design a service model and outcomes framework and develop a robust financial model. This staged approach ensures that delivery arrangements are informed by local needs, aligned with strategic priorities, and financially sustainable. If the workstream is confirmed as viable, the appointed partner would then act as the design, delivery and investment partner for the Social Outcomes Contract. The partner would work alongside the Council to engage local stakeholders, establish a baseline of current performance, identify opportunities for improvement and co-design an intervention model that supports the achievement of agreed outcomes.

- 3.2.4 The information outlined in this paper reflects initial discussions and input from operational leads regarding current service needs. It should be noted that the details of the services are indicative and subject to change, including potential adjustments to support hours, the naming of lots, the configuration of services for example, separating the Women's Domestic Abuse service and Complex Needs provision into two distinct contracts and the regulatory requirements, such as a potential change from CQC approval to Ofsted approval for young people's services. No final decisions on the services have been made at this stage. The purpose of this procurement is to appoint a design and delivery partner who will work closely with the Council and operational colleagues to co-design and refine the service model, update specifications where required, and ensure that provision is structured to achieve the agreed outcomes effectively. Any refinements made through the co-design phase will remain within the overall scope and objectives of the procurement.
- 3.2.6 Delivery will be undertaken through selected frontline providers, subcontracted by the design and deliver partner acting as Partnership Coordinator. The delivery contract with the design partner will be entered into on draft terms to be agreed following the co-design phase. It is not anticipated that there will be material changes to these terms and conditions; however, where agreement cannot be reached, the Council reserves the right not to proceed to the delivery phase and to consider alternative commissioning options. This approach ensures service continuity while allowing the Council to test the viability of an outcomes-based model prior to entering into full delivery arrangements.
- 3.2.7 The Council does not expect to pay the appointed partner for the co-design and development activities. Any costs incurred during this phase will be borne by the partner at its own risk. The co-design phase will be undertaken in accordance with the terms and conditions.
- 3.2.8 The total spend on this service is £3.2m. The largest proportion of spend is on Homelessness provision which has an annual contract value of £1.3m followed by the generic floating support service at £0.9m.
- 3.2.9 At this stage, the descriptions below are intended to provide a high-level overview of the proposed service areas and commissioning intentions. Detailed service specifications, delivery models and operational requirements will be developed following the appointment of a specialist design partner to support the Council in co-designing the future service model.

- 3.2.10 **Homelessness and Ex-Offenders** - The Council recognises homelessness and support for ex-offenders as a key strategic priority. The future service model will seek to ensure that appropriate accommodation-based and support services are available for individuals with a range of needs, including those with more complex circumstances. The Council intends to commission services that promote independence, improve outcomes and support individuals to move towards longer-term settled accommodation. Consideration will also be given to the most appropriate accommodation models and service configurations to ensure services are flexible, effective and responsive to local need.
- 3.2.11 **Young People's Homelessness Service** - The Council recognises the continued need for dedicated homelessness support services for young people. Future provision will seek to ensure that vulnerable young people are able to access appropriate accommodation and support services that promote stability, wellbeing and independence. As part of the future design process, consideration will be given to how services can better respond to the needs of young people experiencing mental health challenges and other complex support needs.
- 3.2.12 **Mental Health Supported Accommodation** - The Council intends to continue commissioning supported accommodation and related support services for individuals with mental health needs. Future service delivery models will seek to provide flexible and person-centred support that can respond to varying levels of need and support individuals to maintain independence and achieve positive move-on outcomes where appropriate.
- 3.2.13 **Domestic Abuse Refuge and Complex Needs Service** - The Council recognises domestic abuse and support for vulnerable women with complex needs as a continuing priority area. Future commissioned services will seek to provide safe accommodation, specialist support and community-based interventions for individuals experiencing domestic abuse and related vulnerabilities. Consideration will also be given to ensuring that support pathways are accessible and responsive to differing levels of risk and need.
- 3.2.14 **Generic Floating Support** - The Council intends to continue commissioning floating support services to assist vulnerable residents to maintain independence and sustain accommodation within the community. Future service models will seek to ensure that support is flexible, responsive and targeted towards individuals with identified housing-related support needs, whilst enabling services to respond effectively to changing demand.
- 3.2.15 The proposed contract duration will be 4 years, with the option to extend for a further two years.
- 3.2.16 A market engagement event will be held in August to encourage and alert the market to the proposed tender opportunity, seek their feedback on the proposed commissioning arrangements, and gain an understanding of supplier market capabilities.

3.2.17 In accordance with Contract Standing Orders 88 and 89, pre-tender considerations have been set out below for the approval of the Cabinet.

Ref.	Requirement	Response	
(i)	The nature of the Goods / Services / Works.	<p>To strengthen outcomes and performance, the Council is seeking to explore an outcomes-based commissioning approach through a Social Outcomes Contract.</p> <p>Housing Related Support service contracts relating to support needs relating to:</p> <ul style="list-style-type: none"> • Homelessness and Ex offenders; • Young People’s Homelessness Service; • Mental Health Supported Accommodation; • Domestic Abuse Refuge and Complex Needs Service; and • Generic floating support. 	
(ii)	The estimated value.	£12.8m over a 4 year contract term with the option to extend for a further two years.	
(iii)	The contract term.	Initial contract term of 4 years with the option to extend for a further two years.	
(iv)	The tender procedure to be adopted.	<p>Competitive Flexible procedure</p> <p>It is envisaged Conditions of Participation will be included in the Procurement Specific Questionnaire and Bidders will simultaneously be required to submit a Tender response.</p> <p>Bidders which meet the conditions of participation will have their Tender response assessed against the Award Criteria.</p> <p>The Council will undertake a period of post-tender negotiation with the Preferred Bidder before proceeding with the award stage of the process.</p>	
v)	The procurement timetable.		Indicative dates are:
		Publish Preliminary Market Engagement Notice	By 12/06/2026
		Cabinet Approval seeking Authority to Tender	22/06/2026
		Market Engagement event	w/c 08/07/2026
		Publish Tender Notice	27/07/2026

Ref.	Requirement	Response	
		Opportunity published on London Tenders Portal	27/07/2026
		Deadline for tender submissions	28/08/2026
		Panel evaluation and shortlist	Between 01/09/2026-15/09/2026
		Post-tender negotiation (if required)	By 29/09/2026
		Report recommending Contracts award circulated internally for comment	By 09/10/2026
		Corporate Director approval	15/10/2026
		Publish Contract Award Notice	16/10/2026
		Voluntary 8 working days standstill period – notification issued to all tenderers and additional debriefing of unsuccessful tenderers	19/10/2026 to 28/10/2026
		Publish Contract Details Notice	29/10/2026
		Contract Mobilisation and contract finalisation	By 31/10/2026
		Contract start date	01/11/2026
(vi)	The evaluation criteria and process.	<p>At selection stage shortlists are to be drawn up in accordance with the Council's Contract Procurement and Management Guidelines by the use of a Procurement Specification Questionnaire to identify organisations meeting the Council's financial standing requirements, technical capacity and technical expertise.</p> <ul style="list-style-type: none"> • At tender evaluation stage, the panel will evaluate the tenders against the following 	

Ref.	Requirement	Response
		criteria: 50% Quality, 10% Social Value and 40% Price
(vii)	Any business risks associated with entering the Contracts.	The following business risks are considered associated with entering into the proposed contract. Financial Services and Legal Services have been consulted concerning this contract and have identified the risks associated with entering into this contract set out Section 8.0 Human Resources implications: TUPE, The transfer of support provision from old providers to new if different from incumbent provider after tender
(viii)	The Council's Best Value duties.	The Council will be awarding the Contract to the provider that have the Most Advantageous Tender (MAT)
(ix)	Consideration of Public Services (Social Value) Act 2012	It is the intention within this tender that 10% of the total evaluation criteria will be reserved for social value considerations.
(x)	Any staffing implications, including TUPE and pensions.	As all services have been in operation between 1 and 10 years, there will be TUPE implications which have been taken into consideration with the time scales
(xi)	The relevant financial, legal and other considerations.	See sections 5 and 6 below.
(xii)	Sustainability	This has been assessed in line with the Procurement Sustainability Policy and determined that a quality measure for sustainability is not required.
(xiii)	Key Performance Indicators / Outcomes	Appropriate Key Performance Indicators / Outcomes will be included in the Contracts.
(xiv)	Policy requirements including the National Procurement Policy Statement; prompt payment; London Living Wage; modern slavery; and carbon reduction	The potential supplier will be required to provide Services in accordance with all relevant policy requirements, to include those detailed in the National Procurement Policy Statement, to comply with a 30 day payment requirement, to provide evidence of wage compliance, evidence due diligence in supply chain (including modern slavery) and provide report on carbon emission and sustainability initiatives during contract delivery. The Contracts will require the payment of the London Living Wage.

Ref.	Requirement	Response
(xv)	Sharing information to allow understanding of the Council's procurement policies and decisions	All relevant policies and information will be shared with the potential supplier during the procurement process.
(xvi)	Steps undertaken to remove or reduce barriers for SME participation in the procurement	Officers have considered whether any steps can be taken to remove or reduce barriers for SME participation in the procurement. We will facilitate market warming events which will include SME, VSCE as well as the wider market. It is considered that the procurement process recommended is appropriate for Services required and upholds the principles of equal treatment, transparency, and non-discrimination.
(xvii)	Contract Management	A Contract Manager will be appointed for the Contracts and appropriate contract management provisions will be included in the Contracts.

4.0 Stakeholder and ward member consultation and engagement

4.1 Relevant internal stakeholders have been consulted, and wider engagement will take place during the co-design phase.

5.0 Financial Considerations

5.1 The current annual spend for housing-related services is £3.2m, of which £1.5m is funded through the Public Health Fund and £1.7m from the General Fund budget. Unlike in previous years, this contract will be transitioned to an outcomes-based model. The number of outcomes will be determined once the delivery scheme has been finalised; however, it will be capped in line with the allocated budget.

5.2 The contracted services stipulate that providers must pay the London Living Wage. Therefore, any annual uplift will align with the London Living Wage and will need to be funded from existing budgets, as well as the savings anticipated from transitioning this service to an outcomes-based contract.

5.3 There are no direct financial commitments arising from the co-design phase, and any future delivery will be subject to Cabinet approval.

6.0 Legal Considerations

6.1 The services that officers are proposing to procure fall under the Light Touch Regime under Section 9 of the Procurement Act 2023 and Schedule 1 of the

Procurement Regulations 2004. The estimated value of the proposed Contract is above the threshold for the light touch services under the Procurement Act 2023 (“PA 23”) and the procurement is therefore governed by the PA 23.

- 6.2 In accordance with the Council’s Contract Standing Orders, the Contracts are defined as a High Value Contracts pursuant to Contract Standing Order 82 and shall be entered into and procured pursuant to Contract Standing Order 84. As such the Contract shall be procured in accordance with the tendering procedures set out in Contract Standing Order 95(c).
- 6.3 The procurement of the Design, Delivery and Partner is subject to the Council’s own Standing Orders and Financial Regulations in respect of High Value Contracts given the procurement is valued at £12,800.000. For High Value Contracts, the Cabinet must approve the pre-tender considerations set out in paragraph 3.2.19 above (Standing Order 89) and the inviting of tenders (Standing Order 88).
- 6.4 In accordance with Recommendation 2.3, once the tendering process is undertaken, officers will report to the Corporate Director, Housing & Resident Services explaining the process undertaken in tendering the Contract and recommending award.
- 6.5 The Council will observe a voluntary 8 working day standstill period before the Contract can be awarded. This will include notifying all tenderers in writing of the Council’s decision to award and providing additional debrief information to unsuccessful tenderers on receipt of a written request. The standstill period provides unsuccessful tenderers with an opportunity to challenge the Council’s award decision if such challenge is justifiable. However, if no challenge or successful challenge is brought during the period, at the end of the standstill period the Council will issue a letter of acceptance to the successful tenderers and the Contracts may commence.
- 6.6 As the decision that is being sought here is a Key Decision, the decision is subject to a 5 clear day call-in period and the Council will undertake standstill period concurrently. The decision to award the Contracts may not be implemented until after expiry of the call-in period provided that no call in has been made.
- 6.7 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). Cabinet decisions are to be recorded and published along with the report.
- 6.8 Officers have set out in section 9.1 that the proposed services will be provided by external contractors. As such, the proposed procurement process is unlikely to have a direct impact on Council staff. There are likely to be TUPE implications as a result of the procurement process due to a continuation of services from

the current contracts and the new Contracts being procured. In this respect, Officers have set out in section 9.2 how it would manage any TUPE issues that might arise as a result of the procurement process

6.9 The Council has the power to enter into the proposed arrangements under the Local Government Act 1972. The Council also has the power to enter into contracts with third parties pursuant to its functions as provided under section 1 of the Local Government (Contracts) Act 1997. The Council has the power to do anything that individuals may generally do pursuant to section 1 of the Localism Act 2011.

6.10 The Council has a general Duty of Best Value to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness pursuant to Section 3 of the Local Government Act 1999 (as amended by s137 of the Local Government & Public Involvement in Health Act 2007).

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 adequate evidence base for its decision is necessary.

7.5 The proposals in this report have been subject to screening and Officers believe there are no adverse equality implications.

8.0 Climate Change and Environmental Considerations

- 8.1 The proposals set out in this report are not expected to have a direct adverse impact on the Council's climate emergency commitments. The appointment of a design, delivery and investment partner relates to service design and commissioning rather than the development of new physical infrastructure.
- 8.2 The proposed outcomes-based approach supports the Council's environmental objectives in a number of ways. Housing Related Support services help residents to sustain tenancies and prevent homelessness, which in turn reduces the environmental impact associated with emergency accommodation, temporary accommodation moves and repeat housing transitions.
- 8.3 Through the co-design process, the Council will work with the appointed partner to encourage delivery models that minimise environmental impact, including the use of digital systems for case management and reporting, reduced reliance on paper-based processes, and proportionate use of remote engagement where appropriate.
- 8.4 Where support is delivered in supported accommodation, the partner and subcontracted providers will be expected to have regard to the Council's climate emergency strategy and to operate in a way that promotes energy efficiency, waste reduction and responsible use of resources, in line with existing contractual requirements. The proposals are aligned with the Council's wider commitment to sustainable service delivery and to embedding environmental considerations into commissioning and partnership arrangements.

9.0 Human Resources/Property Considerations (if appropriate)

- 9.1 The services are currently provided by external providers and will be provided by an external provider and there are no direct staffing implications for the Council arising from the tender process.
- 9.2 As part of the procurement process, employee liability information will be sought from current contractors and provided to the tenderers. The TUPE process and any issues that may arise from it will be managed during the mobilisation phase, which will be at least two months between contract award and commencement.

10.0 Communication Considerations

- 10.1 N/A

Report sign off:

Tom Cattermole

Corporate Director, Resident & Housing Services

Legal considerations provided by:

Hussain Ali, Senior Contract Lawyer

Finance considerations provided by:

Mohammed Shah, Senior Finance Analyst

 Brent	Cabinet 22 June 2026
	Report from the Corporate Director of Service Reform and Strategy
	Lead Cabinet Member for Community Safety and Public Health (Councillor Liz Dixon)
Capital Investment in Leisure Centres	

Wards Affected:	Brondesbury Park, Kilburn, Queens Park, Roundwood, Sudbury and all other wards
Key or Non-Key Decision:	Key
Open or Part/Fully Exempt: <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	Open
List of Appendices:	None
Background Papers:	Tri Borough Leisure Contract Procurement Authority to Award Report
Contact Officer(s): <small>(Name, Title, Contact Details)</small>	Eugene Minogue, Interim Head of Active Wellbeing (Leisure) 020 8937 3599 eugene.minogue@brent.gov.uk

1.0 Executive Summary

- 1.1. This report seeks Cabinet approval for a package of investment and associated financial measures relating to Vale Farm Sports Centre and Willesden Sports Centre.
- 1.2. The proposals will protect and enhance key leisure assets serving Brent residents, support the new Agency Agreement at Vale Farm, improve the customer offer at both Vale Farm and Willesden, and support the Council's wider transition from traditional leisure provision towards an integrated Active Wellbeing model focused on prevention, inclusion and healthier communities.
- 1.3. At Vale Farm Sports Centre, Cabinet approval is sought for a major repairs and renewals programme of £2m, including professional fees, contingency and inflation over the five-year programme period, alongside £850,246 of contract-linked capital enhancements to modernise and expand the main gym, women's only gym, studios and wider customer offer.

- 1.4. At Willesden Sports Centre, Cabinet approval is sought for a Council contribution of £393,752 towards a gym reconfiguration and fitness enhancement scheme with a total proposed scheme cost of approximately £1.4m. This contribution will help secure the wider scheme, improve facility quality, increase capacity and strengthen the asset ahead of the expiry of the Willesden PFI in 2031.
- 1.5. The proposals for both sites will support a more inclusive, accessible and attractive leisure offer for residents, including improved equipment, better use of space and enhanced opportunities for target groups who may face barriers to participation.
- 1.6. Taken together, the package represents a practical investment in residents' health and wellbeing, improving access to better facilities while supporting a more financially sustainable, inclusive and accessible leisure offer across the borough.
- 1.7. The report also seeks approval for 20% discretionary National Non-Domestic Rates (NNDR) relief in relation to Vale Farm Sports Centre and Moberly Sports Centre.
- 1.8. The proposals align with the Council's emerging Built Facilities Strategy (BFS), which forms part of the wider Strategic Outcomes Planning Model (SOPM) programme. This work will inform future decisions on the wider built leisure facility network serving Brent residents, including Council-owned facilities and relevant non-Council-owned facilities located within the borough.

2.0 Recommendation(s)

- 2.1 That Cabinet approves capital investment of £2m for a programme of major repairs and renewals at Vale Farm Sports Centre, to address priority asset condition, compliance and operational resilience requirements over the period to 2031.
- 2.2 That Cabinet approves capital investment of £850,246 for contract-linked capital enhancements at Vale Farm Sports Centre to modernise and expand the main gym, women's only gym, studios and wider customer offer.
- 2.3 That Cabinet approves a Council contribution of up to £393,752 towards the gym reconfiguration and fitness enhancement scheme at Willesden Sports Centre.
- 2.4 That Cabinet approves the proposed variation to the Willesden Sports Centre PFI contractual arrangements required to implement the gym reconfiguration and fitness enhancement scheme and to regularise related existing contractual, financial and commercial matters under the PFI agreement, including matters relating to benchmarking, profit share, indexation, lifecycle and payment arrangements, and delegates authority to the Corporate Director of Service Reform and Strategy, in consultation with the Corporate Director of Finance and Resources, to finalise and enter into the necessary legal, financial and commercial documentation.

2.5 That Cabinet approves the award of 20% discretionary NNDR relief in relation to Vale Farm Sports Centre and Moberly Sports Centre, in accordance with the Council's eligibility criteria for NNDR discretionary relief for charities and non-profit making organisations, and subject to the financial and legal considerations set out in this report.

3.0 Detail

3.1 Cabinet Member Foreword

3.1.1 Providing high-quality, affordable and inclusive opportunities to be active is central to Brent's ambition to become a healthier borough. Leisure centres are important public assets. They support physical and mental wellbeing, bring communities together, and enable residents of all ages to move more in everyday life.

3.1.2 This report backs an overall investment package of nearly £4.25m for leisure facilities serving the borough, with nearly £3.25m being brought forward by the Council. It is a practical commitment to improving the places residents use, protecting valued community assets, and supporting better health and wellbeing across Brent.

3.1.3 This is an investment in buildings, but more importantly it is an investment in residents' health and wellbeing. The proposals will protect and enhance Vale Farm Sports Centre and Willesden Sports Centre, provide better equipment and spaces, improve the quality of the resident offer, and help more people feel confident using local leisure facilities.

3.1.4 Across the country, the role of public leisure is changing. Health inequalities remain persistent, and activity levels are still too closely linked to income, deprivation, disability, age and access. Our transition to an Active Wellbeing model recognises that leisure facilities should not be seen only as places to swim, use a gym or take part in sport. They are part of the local infrastructure for prevention, inclusion and healthier communities.

3.1.5 The proposals in this report begin to put that model into practice. They support a more inclusive and accessible leisure offer, including better use of space, improved equipment and targeted opportunities for residents who may face barriers to participation. This reflects the principle of proportionate universalism: facilities remain available to all, while investment and support are shaped towards residents with the greatest need.

3.1.6 The report also demonstrates a financially responsible approach to managing Brent's leisure estate. The new Agency Agreement at Vale Farm has already significantly strengthened the Council's income position and local control, creating a stronger platform for investment, programming and resident benefit. This report builds on that progress by protecting and enhancing existing assets, supporting a stronger contractual position at Willesden, and using discretionary NNDR relief to help sustain public leisure benefits for Brent residents, including at Moberly Sports Centre.

3.1.7 The proposals in this report also support the Council's preparation for 2031, when the Vale Farm contract and Willesden PFI are due to expire and the new Bridge Park Leisure Centre is expected to be operational. This gives the Council the opportunity to align our key leisure facilities within an integrated borough-wide Active Wellbeing model, informed by the emerging BFS and wider SOPM programme.

Contribution to Borough Plan Priorities and Strategic Context

3.1.8 The proposals in this report support the priorities set out in the Brent Borough Plan 2023-2027, particularly the Council's commitment to creating a healthier borough, supporting thriving communities and making best use of public assets.

3.1.9 The proposals contribute to the following Borough Plan priorities:

- A Healthier Brent, by maintaining and improving access to leisure facilities that support physical activity, mental wellbeing, prevention and healthier lifestyles.
- Thriving Communities, by supporting inclusive and accessible facilities that bring residents together and provide opportunities for community participation.
- Prosperity and Stability, by improving the financial sustainability and long-term resilience of key leisure assets, supporting stronger contract performance and better value from Council investment.
- A Cleaner, Greener Future, by supporting investment in existing public assets, improving building performance where practical, and supporting local access to leisure facilities that can connect with active travel and healthier neighbourhoods.

3.1.10 The proposals also sit within a wider national shift in the role of public leisure. Across the sector, there is growing recognition that leisure facilities should be planned and managed as part of local prevention, inclusion and health infrastructure, not as standalone buildings. This reinforces the Council's direction of travel towards Active Wellbeing, with investment decisions shaped by evidence, resident need and the role facilities can play in supporting healthier, more active communities. This is particularly important in a borough where access, affordability and confidence can determine whether residents are able to benefit from physical activity, leisure and sport opportunities.

3.1.11 The Council's approach to leisure is changing. In September 2025 Cabinet approved [a standalone procurement for Vale Farm Sports Centre](#), positioned as the first stage in the Council's transition from a traditional leisure service towards an integrated Active Wellbeing model. That report also set out the importance of aligning Vale Farm, Willesden and Bridge Park with the Council's 2031 strategic horizon.

3.1.12 The Council is developing the Strategic Outcomes Planning Model (SOPM), which provides the evidence-led framework for future planning and investment in play, physical activity, leisure, sport, parks and recreation infrastructure. This includes the emerging Built Facilities Strategy (BFS), Playing Pitch Strategy (PPS) and Play and Recreation Facilities Strategy (PFS).

3.1.13 The package proposed in this report aligns with that direction of travel. It supports service continuity and asset resilience during the period to 2031, while improving the resident offer at our leisure facilities.

3.1.14 The emerging BFS will assess the wider built leisure facility network serving Brent residents. This includes Council-owned facilities such as Vale Farm Sports Centre, Willesden Sports Centre and the future Bridge Park Leisure Centre, as well as relevant facilities located within Brent but not owned by the Council, including Moberly Sports Centre and St Augustine's Sports Centre.

3.2 Background

3.2.1 Vale Farm Sports Centre and Willesden Sports Centre are two of the borough's main public leisure facilities. Both sites support access to physical activity, swimming, fitness, sport and wider wellbeing opportunities for Brent residents.

3.2.2 Vale Farm Sports Centre is operated under [a new Agency Agreement](#) with Sports and Leisure Management Ltd, trading as Everyone Active, which commenced on 1 March 2026 and runs to 31 October 2031. Willesden Sports Centre is operated under a PFI contract which also expires on 31 October 2031.

3.2.3 The 2031 date is the strategic horizon for the Council to align Vale Farm, Willesden and the new Bridge Park Leisure Centre within an integrated borough-wide Active Wellbeing model. In the meantime, the Council needs to protect and enhance the existing leisure estate, so residents continue to benefit from safe, accessible and good-quality facilities.

3.2.4 The proposals in this report respond to that requirement. They combine major repairs and renewals, targeted enhancements and NNDR relief to support key leisure facilities serving Brent residents.

3.3 Vale Farm Sports Centre

3.3.1 Vale Farm Sports Centre is a strategically important leisure facility serving residents in Brent and beyond. The Council has entered into a new Agency Agreement for the management and operation of the site.

3.3.2 The Agency Agreement provides the Council with stronger local control over pricing, programming, investment and future service development. It also supports the Council's wider ambition to reposition Vale Farm as the borough's first Active Wellbeing hub.

3.3.3 An updated Building Condition Survey was completed in October 2025. This identified a programme of major repairs and renewals required over the period

to 2031 to maintain the facility in a safe, compliant and operational condition. The £2m programme includes the condition survey estimate, professional fees, contingency and inflation over the five-year programme period.

- 3.3.4 The major repairs and renewals programme is required to reduce the risk of asset failure, service disruption, reactive maintenance and deterioration in service quality. It will also support continuity of service during the term of the Agency Agreement.
- 3.3.5 In addition to the major repairs and renewals programme, Cabinet approval is sought for £850,246 of contract-linked capital enhancement works at Vale Farm. These works form part of the new contract arrangements and include enhancements to the main gym, women's only gym, studios and wider customer offer.
- 3.3.6 The capital enhancements will support increased participation, improved customer experience and a stronger commercial position for the site. They will also support a more inclusive and accessible offer, including improved provision for women and girls, less confident users and residents who may face barriers to participation.

3.4 Willesden Sports Centre

- 3.4.1 Willesden Sports Centre is a major leisure facility operated under a PFI contract which expires on 31 October 2031. The facility has remained an important part of the borough's leisure facility network and will continue to play a key role during the transition to a future borough-wide model.
- 3.4.2 The current gym and fitness offer has capacity and layout constraints. The proposed scheme will reconfigure and enhance the gym and fitness areas, making better use of existing space and improving the customer experience.
- 3.4.3 Cabinet approval is sought for a Council contribution of up to £393,752 towards the wider gym reconfiguration and fitness enhancement scheme, which has a total proposed scheme cost of approximately £1.4m. The proposed Council contribution will help secure the wider scheme, enhance facility quality, increase capacity and support a stronger asset position ahead of PFI expiry.
- 3.4.4 The proposal will also support more inclusive and accessible use of the facility by addressing known barriers within the current gym environment, including layout, space constraints and equipment availability. This is expected to improve access and experience for women, less confident users, older residents, disabled users and other target groups, as well as supporting increased membership and participation.
- 3.4.5 The Council has also been reviewing wider contractual matters under the Willesden PFI agreement, including benchmarking, profit share, indexation, lifecycle and payment arrangements. These matters sit alongside the proposed gym reconfiguration and need to be regularised through the same contractual process to ensure the Council's financial and commercial position is protected.

3.4.6 The proposed PFI variation will provide the contractual basis for implementing the gym reconfiguration and addressing related existing contractual, financial and commercial matters under the PFI agreement. This will ensure that the Council's contribution is supported by appropriate legal, financial and commercial protections.

3.5 National Don-Domestic Rates (NNDR) Discretionary Relief

3.5.1 This report seeks approval for the award of 20% discretionary NNDR relief in relation to Vale Farm Sports Centre and Moberly Sports Centre.

3.5.2 The proposal is consistent with the Council's eligibility criteria for NNDR discretionary relief for charities and non-profit making organisations. Both facilities are operated by Sports and Leisure Management Ltd, trading as Everyone Active, through its charitable trust operating model.

3.5.3 Vale Farm Sports Centre is operated under the Council's new Agency Agreement. The proposed relief would support the financial sustainability of the contract, helping to maintain accessible leisure services, protect community programming and support continued investment in the resident offer.

3.5.4 Moberly Sports Centre is not owned or operated by the Council but is located within the borough and serves Brent residents, particularly communities in the south of the borough. It is operated under an Agency Agreement with Westminster City Council by Sports and Leisure Management Ltd, trading as Everyone Active, through its charitable trust operating model. It provides access to swimming, fitness and wider physical activity opportunities, and forms part of the wider built leisure facility network available to Brent residents.

3.5.5 The proposed relief will also support enhanced access for Brent residents, including resident and concession discounts aligned with those available to Westminster residents. This is important because Moberly is a significant local facility for residents in the south of the borough, where access to affordable and accessible leisure provision supports physical activity, health and wellbeing outcomes.

3.5.6 The proposal also supports the implementation of a new community use agreement for St Augustine's Sports Centre. This will help secure more coordinated access to physical activity, leisure and sport opportunities for residents, clubs and community groups across facilities serving the south of the borough.

3.5.7 Awarding discretionary relief would support a consistent approach to charitable trust-operated leisure facilities that provide public benefit to Brent residents. It also aligns with the Council's wider Active Wellbeing ambitions and the emerging BFS. The section of the Council's emerging BFS relating to Moberly will draw from Westminster City Council's [built facilities evidence](#), reflecting Moberly's ownership and strategic role while recognising its importance to Brent residents.

3.5.8 The financial implications of awarding discretionary NNDR relief, including the estimated value of relief and impact on the Council's financial position, are set out in section 5 of this report.

3.6 Alternative Options Considered

3.6.1 The Council considered the option of not proceeding with the proposed package. This option is not recommended. It would increase the risk of asset deterioration, service disruption and reduced customer experience at key leisure facilities serving Brent residents.

3.6.2 At Vale Farm Sports Centre, not proceeding with the major repairs and renewals programme would increase the risk of unplanned failure and higher reactive maintenance costs. Not proceeding with the contract-linked capital improvements would weaken the Council's ability to deliver the improved resident offer and financial benefits expected through the new Agency Agreement.

3.6.3 At Willesden Sports Centre, a lower-cost baseline refresh option was considered. This would avoid a Council contribution but would not address the main layout and capacity issues within the gym and fitness offer, nor secure the wider improvement scheme. The recommended approach provides a stronger improvement to the facility, subject to appropriate legal, financial and commercial protections.

3.6.4 The option of not awarding discretionary NNDR relief was also considered. This is not recommended because the proposed relief supports financially sustainable, charitable trust-operated leisure provision that provides public benefit to Brent residents, including at Moberly Sports Centre, where enhanced access for Brent residents and the implementation of a new community use agreement linked to St Augustine's Sports Centre are key considerations.

3.6.5 The recommended approach is therefore to approve the proposed package. This provides the best balance of asset protection and enhancement, resident benefit, financial sustainability, building resilience and alignment with the Council's transition to Active Wellbeing. It enables the Council to invest now in facilities residents use, while keeping longer-term decisions evidence-led through the emerging BFS and wider SOPM programme.

4.0 Stakeholder and ward member consultation and engagement

4.1 The proposals in this report have been developed through engagement with relevant internal stakeholders, including officers from Public Health, Leisure, PFI, Finance and Legal.

4.2 The proposals have also been developed through engagement with the relevant leisure operators and contractual parties. For Vale Farm Sports Centre, this has taken place through the procurement, mobilisation and contract management arrangements for the new Agency Agreement with Sports and

Leisure Management Ltd, trading as Everyone Active. For Willesden Sports Centre, this has taken place through discussions with the PFI contractual parties and operator, 1Life/Parkwood Leisure, in relation to the proposed gym reconfiguration and the wider contractual matters addressed through the proposed PFI variation.

- 4.3 The Cabinet Member for Community Safety and Public Health has been engaged on the development of the proposals. Further engagement has also taken place with senior officers as part of the Council's internal governance arrangements.
- 4.4 No statutory public consultation is required for the recommendations in this report. The proposals relate to capital investment, contractual arrangements and financial measures associated with existing leisure facilities, rather than changes to the location, purpose or availability of services.
- 4.5 Ward Members will be kept informed as the works progress, particularly where there may be temporary operational disruption at Vale Farm Sports Centre and Willesden Sports Centre during delivery. Any disruption to users will be managed through the relevant operator and communicated in advance.
- 4.6 Wider resident and stakeholder engagement on the future role of physical activity, leisure sport and recreation facilities, has been undertaken through the Council's SOPM programme, including the emerging BFS, PPS, PFS and the Active Wellbeing Strategy.
- 4.7 The SOPM engagement will inform longer-term decisions about leisure infrastructure and service development, with a particular focus on communities experiencing the greatest health inequalities. This reflects the Council's commitment to community power by ensuring residents, partners and stakeholders help shape the questions, priorities and future choices that sit behind the borough's Active Wellbeing model.

5.0 Financial Considerations

- 5.1 The recommendations in this report seek approval for capital investment and associated financial measures relating to Vale Farm Sports Centre, a Council contribution towards improvements at Willesden Sports Centre, the proposed Willesden PFI variation, and discretionary NNDR relief for Vale Farm Sports Centre and Moberly Sports Centre.
- 5.2 The financial implications have been reviewed through the Council's internal governance process. This has included consideration of the capital budget requirement, funding source, accounting treatment, VAT treatment, revenue consequences and any required budget adjustments.

Vale Farm Sports Centre

- 5.3 Cabinet is asked to approve capital investment of £2.0m for a programme of major repairs and renewals at Vale Farm Sports Centre over the period 2026/27

to 2030/31. This includes the £1.4m base estimate from the October 2025 Building Condition Survey, uplifted to include 10% professional fees, 10% contingency and an inflation allowance over the five-year programme period.

- 5.4 The major repairs and renewals programme is required to protect the condition, compliance and operational resilience of the asset. The works will reduce the risk of unplanned failure, reactive maintenance costs, service disruption and deterioration in service quality over the term of the new Agency Agreement.
- 5.5 Cabinet is also asked to approve capital investment of £850,246 for contract-linked capital enhancements at Vale Farm Sports Centre. These works form part of the new Agency Agreement contract and will enhance the main gym, women's only gym, studios and wider customer offer. The operator will invoice the Council directly for the investment as this was more financially advantageous than the operator funding the works, which carried a substantial financing costs.
- 5.6 The proposed capital investment at Vale Farm Sports Centre of £2,850,246 will be funded by prudential borrowing. Assuming interest costs of 5% and minimum revenue provision of 4%, this is expected to have an ongoing revenue cost of c.£250k per year once the spend has been incurred. These costs are expected to be partly offset by increased income through the new Agency Agreement and an improved facility offer. The investment is also expected to reduce the risk of reactive maintenance works and more substantial repairs in the future.
- 5.7 The Council has opted to tax Vale Farm Sports Centre, so VAT on the capital investment is expected to be recoverable and not to impact the Council's partial exemption position, subject to the contractual delivery and invoicing route being VAT-compliant.

Willesden Sports Centre

- 5.8 Cabinet is asked to approve a Council contribution of up to £393,752 excluding VAT towards the gym reconfiguration and fitness enhancement scheme at Willesden Sports Centre. The total proposed scheme cost is approximately £1.4m, with current funding proposals comprising lifecycle funding of £617,775, a 1Life/Parkwood Leisure contribution of £393,752 and the Council contribution of £393,752. The Council contribution, including finance costs, will be fully recovered by the expiry of the PFI through a contract variation.
- 5.9 The wider scheme is expected to improve the quality and capacity of the gym and fitness offer, support improved commercial performance and strengthen the asset ahead of the expiry of the PFI in 2031.
- 5.10 The proposed PFI contract variation will also regularise related existing contractual, financial and commercial matters under the PFI agreement. Based on Finance's assessment of the accounting implications, the variations are not expected to have a significant direct impact on revenue or capital budgets.

NNDR Discretionary Relief

- 5.11 Cabinet is asked to approve the award of 20% discretionary NNDR relief in relation to Vale Farm Sports Centre and Moberly Sports Centre.
- 5.12 Both facilities already receive mandatory 80% charitable relief through the operator's charitable trust operating model. The proposed discretionary relief relates to the remaining 20% NNDR liability.
- 5.13 For Vale Farm Sports Centre, the proposed relief will support the financial sustainability of the Agency Agreement and the continued provision of accessible leisure services for Brent residents. By reducing the operating cost within the contract, the relief will support the overall financial position of the facility while helping to maintain and enhance an affordable and inclusive leisure offer.
- 5.14 For Moberly Sports Centre, the proposed relief would support the continued financial sustainability of a facility located within Brent and serving Brent residents, particularly residents and communities in the south of the borough. The facility provides access to swimming, fitness and wider physical activity, leisure and sport opportunities, and supports wider community use linked to St Augustine's Sports Centre.
- 5.15 The gross value of the proposed discretionary NNDR relief is estimated at £132,486 per annum. Based on the Council's retained share of NNDR, the estimated net financial impact to the Council is £64,918 per annum. The award of discretionary relief is considered affordable within the financial framework set out in this report.

6.0 Legal Considerations

- 6.1 The Council has the power to provide and support leisure facilities and associated services under Section 19 of the Local Government (Miscellaneous Provisions) Act 1976, Section 111 of the Local Government Act 1972 and the general power of competence under Section 1 of the Localism Act 2011.
- 6.2 Pursuant to Part 3 of the Constitution, the Cabinet Member for Community Safety and Public Health, having consulted with the Leader has delegated powers to:

Agree contract variations where the decision is excluded from officer delegated powers because:

(a) in the case of any variation (other than an extension):

(i) the total value of the variation is £1 million or more; and

(ii) the total value of the variation is more than £50k and is more than 50% of the original contract value (calculated over the life of the contract including any extensions or possible extensions and adjusted in accordance with any price review mechanism provided for in the contract)

(b) Agree other contract extensions, variations or terminations where the Cabinet Member requests that a decision be referred to them pursuant to Part 3 paragraph 9.5.

- 6.3 Subject to consultation with the Leader, the Cabinet Member for Community Safety and Public Health has delegated powers to agree the proposed variation, or, under the Council's scheme of delegation, Cabinet may take the decision. While the variations referred to in this report are likely not to meet the thresholds above, officers have requested that Cabinet take the decision alongside the wider leisure recommendations.
- 6.4 Any decision to grant discretionary NNDR relief is to be taken in accordance with the Council's NNDR Discretionary Relief for Charities and Non-Profit Making Organisations Policy and in accordance with the Council's power under section 47 of the Local Government Finance Act 1988 (as amended).
- 6.5 The discretionary relief is structured through the contractual arrangements so that any additional NNDR relief is returned to the local authority through the Agency Agreement, with the result that the operator receives no net economic advantage, and no subsidy is conferred within the meaning of section 2 of the Subsidy Control Act 2022. External advice has been sought to confirm this position, and the position will be updated if any further advice requires a different approach.

Vale Farm Sports Centre

- 6.6 Vale Farm Sports Centre is operated by Sports and Leisure Management Ltd, trading as Everyone Active, under an Agency Agreement, which commenced on 1 March 2026 and runs to 31 October 2031.
- 6.7 The capital enhancements at Vale Farm Sports Centre are provided for within the Agency Agreement contract. The works will be delivered in accordance with the relevant contractual provisions and the Council's governance requirements.
- 6.8 The programme of major repairs and renewals at Vale Farm Sports Centre relates to the Council's ownership and asset management responsibilities. Delivery of these works will be undertaken through appropriate existing contractual arrangements or through the Council's procurement and governance requirements and relevant Standing Orders.

Willesden Sports Centre

- 6.9 Willesden Sports Centre is operated under a PFI contract which expires on 31 October 2031. The proposed gym reconfiguration and fitness enhancement scheme requires a variation to the existing PFI contract.
- 6.10 The proposed variation will also address related existing contractual, financial and commercial matters under the PFI agreement, including benchmarking, profit share, indexation, lifecycle and payment arrangements. This will enable the Council to regularise these matters alongside the gym reconfiguration and provide a clear contractual basis for implementation.

- 6.11 Cabinet is asked to approve the proposed variation to the Willesden Sports Centre PFI contract and to delegate authority to the Corporate Director of Service Reform and Strategy, in consultation with the Corporate Director of Finance and Resources, to finalise and enter into the necessary legal, financial and commercial documentation.

NNDR Discretionary Relief

- 6.12 The Council has discretion to award discretionary NNDR relief in accordance with the relevant business rates legislation and the Council's eligibility criteria for NNDR discretionary relief for charities and non-profit making organisations.
- 6.13 Both Vale Farm Sports Centre and Moberly Sports Centre are operated by Sports and Leisure Management Ltd, trading as Everyone Active, through its charitable trust operating model. Both facilities already receive mandatory 80% charitable relief, with this report seeking approval for discretionary relief in relation to the remaining 20% liability.
- 6.14 In considering whether to award discretionary relief, the Council must have regard to its adopted eligibility criteria, the public benefit provided by the facilities, the financial implications for the Council and the wider interests of Brent residents.
- 6.15 The proposed award of discretionary relief is considered consistent with the Council's eligibility criteria and with the wider public benefit provided by the facilities. The financial implications are set out in section 5 of this report.

7.0 Equity, Diversity & Inclusion (EDI) Considerations

- 7.1 In exercising its functions, the Council must have due regard to the need to eliminate discrimination, advance equality of opportunity and foster good relations between people who share a protected characteristic and those who do not, in line with the Public Sector Equality Duty under the Equality Act 2010.
- 7.2 The proposals in this report are expected to have positive equality impacts by maintaining and improving access to key public leisure facilities serving Brent residents. Leisure centres provide important opportunities for physical activity, social connection, swimming, fitness, sport and wider wellbeing, particularly for residents who may face barriers to participation.
- 7.3 The Vale Farm improvements include investment in the women's only gym and wider fitness and wellbeing spaces. This is expected to improve access and experience for women and girls, less confident users and residents who may prefer more private or targeted provision.
- 7.4 The Vale Farm improvements include investment in the women's only gym and wider fitness and wellbeing spaces. This is expected to improve access and experience for women and girls, less confident users and residents who may prefer more private or targeted provision.

- 7.5 The investment at Willesden Sports Centre will improve the quality, capacity and layout of the gym and fitness offer. This is expected to support improved access and experience for women, older people, disabled users, less confident users and other groups who may be affected by current space constraints, equipment availability or layout.
- 7.5 The proposed enhancements at both sites will support a more inclusive and accessible leisure offer, including better use of space, improved equipment and enhanced opportunities for target groups who may be less likely to participate in physical activity. This aligns with the Council's Active Wellbeing approach and the principle of proportionate universalism: facilities remain available to all residents, but investment and support are shaped towards those facing the greatest barriers to participation. National evidence continues to show persistent activity inequalities linked to income, deprivation, disability, age, ethnicity and gender.
- 7.6 The proposed award of discretionary NNDR relief for Vale Farm Sports Centre and Moberly Sports Centre is also expected to support equality outcomes by helping sustain and improve accessible leisure provision serving Brent residents. In relation to Moberly, the proposed relief will support enhanced access for Brent residents, including resident and concession discounts aligned with those available to Westminster residents, and will support the implementation of a new community use agreement linked to St Augustine's Sports Centre.
- 7.7 No adverse equality impacts have been identified at this stage. Equalities considerations will continue to be monitored through detailed design, programming, pricing and contract management to ensure the proposals support inclusive access and improved participation.

8.0 Climate Change and Environmental Considerations

- 8.1 The Council declared a climate and ecological emergency in 2019 and committed to doing all that is reasonably within its gift to aim for carbon neutrality by 2030, while working with government to support the national 2050 target. This includes leading by example through the Council's estate and operations. Leisure centres are energy-intensive assets, and investment decisions relating to these facilities should support improved environmental performance where practical and affordable.
- 8.2 The major repairs and renewals programme at Vale Farm Sports Centre will provide opportunities, where practical and proportionate, to improve building performance through the replacement or renewal of key elements of the asset. This will include consideration of energy efficiency, lifecycle cost and resilience as works are specified and delivered.
- 8.3 The contract-linked capital enhancements at Vale Farm Sports Centre and the gym reconfiguration at Willesden Sports Centre will also seek to incorporate energy-efficient equipment, lighting and fit-out solutions where feasible, subject to detailed design, affordability and operational requirements.

- 8.4 The proposals align with the Council's wider Active Wellbeing ambitions by supporting local access to physical activity, leisure and sport opportunities. Maintaining accessible local facilities can help residents use facilities closer to home and supports the wider aim of connecting leisure provision with active travel, neighbourhood access and healthier local environments.
- 8.5 This also supports the sustainable travel theme within the Council's climate strategy, which encourages a shift towards walking, cycling and other active travel choices where practical. Taken together, the proposals have wider co-benefits for the Council's strategic priorities and for residents
- 8.6 Future investment decisions across the leisure estate and wider facility network will be informed by the emerging BFS, PPS, PFS and wider SOPM programme. This will support a more coordinated approach to asset planning, environmental sustainability, climate resilience and long-term investment across the built leisure facility network serving Brent residents.

9.0 Human Resources/Property Considerations

- 9.1 There are no direct Human Resources implications arising from the recommendations in this report. The proposals relate to capital investment, contractual arrangements and financial measures associated with existing leisure facilities.
- 9.2 Vale Farm Sports Centre and Willesden Sports Centre are key leisure facilities serving Brent residents. The proposed package will support the Council's asset management responsibilities by improving building condition, operational resilience, facility quality and the customer offer.
- 9.3 The major repairs and renewals programme at Vale Farm Sports Centre will help maintain the facility in a safe, compliant and operational condition over the period to 2031. The contract-linked capital enhancements at Vale Farm and the gym reconfiguration at Willesden will improve the use, quality and resilience of existing space within the facilities, and support the Council's long-term position ahead of PFI expiry.
- 9.4 Moberly Sports Centre is not owned or operated by the Council but is located within the borough and forms part of the wider built leisure facility network serving Brent residents. The proposed discretionary NNDR relief does not create any property ownership or asset management responsibility for the Council in relation to Moberly.
- 9.5 The proposed works at Vale Farm and Willesden will be delivered within live operational leisure facilities. The relevant operators will be responsible for managing day-to-day operational impacts, including communications with staff, users and residents where required, access arrangements and service continuity during works.

9.6 Any property, technical or asset management issues arising during delivery will be managed through the Council's existing contract management, property and capital governance arrangements.

10.0 Communication Considerations

10.1 There are no statutory communication or consultation requirements arising directly from the recommendations in this report.

10.2 Given the range of issues covered in this report, including capital investment, NNDR relief and contractual matters, communications will need to be clear, factual, timely and resident-focused. Messaging will emphasise the benefits for Brent residents, the investment in health and wellbeing, and the Council's financially responsible approach to managing leisure provision.

10.3 Communication with residents and users will be required during delivery of the works at Vale Farm Sports Centre and Willesden Sports Centre, particularly where works may affect access, programming, opening arrangements or the customer experience. Advance notice will be provided where works affect areas of the building, timetables, access routes or service availability. This will be managed by the operators, supported by Council officers as required.

10.4 Public messaging will emphasise that this is a positive package of investment and improvement in leisure facilities serving Brent residents. It will protect existing assets, enhance the quality and accessibility of the offer, support more inclusive participation, and form part of the Council's wider transition towards Active Wellbeing.

10.5 Communication relating to Moberly Sports Centre will make clear that the facility is not owned or operated by the Council but is located within the borough and forms part of the wider leisure facility network available to Brent residents. Messaging should explain the resident benefit, including access to swimming, fitness and wider physical activity opportunities, enhanced resident and concession discounts, and the implementation of a new community use agreement linked to St Augustine's Sports Centre.

10.6 Ward Members will be kept informed of relevant site works, operational impacts and resident communications where appropriate, including through ward member briefings and Members' Bulletin updates where required. Wider engagement on the future role of leisure facilities and physical activity provision will continue through the emerging Active Wellbeing Strategy, BFS, PPS, PFS and wider SOPM programme.

10.7 Communications will be tailored for key audiences, including current users, Ward Members, nearby residents, clubs and community groups. Service communications will be timely, practical and written in plain English.

Report sign off:

Rachel Crossley

Corporate Director of Service Reform and Strategy

Legal considerations provided by:

Ryan Thompson, Contracts Lawyer (Capital)

Finance considerations provided by:

Raj Meetoo, Senior Finance Analyst

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 Brent	Cabinet 22 June 2026
	Report for the Corporate Director, Service Reform and Strategy
	Lead Member Leader of the Council and Cabinet Member for Adult Social Care (Councillor Muhammed Butt)
Approval to Participate in a Joint Procurement Exercise for the provision of Advocacy Services	

Wards Affected:	All
Key or Non-Key Decision:	Key
Open or Part/Fully Exempt: (If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)	Open
No. of Appendices:	One Appendix 1: Equalities Impact Assessment
Background Papers¹:	None
Contact Officer(s): (Name, Title, Contact Details)	Edwin Mensah, Acting Head of Commissioning Contracting and Market Management 0208 937 4132 edwin.mensah@brent.gov.uk

1.0 Executive Summary

1.1 This report seeks Cabinet approval for the Council to work jointly with the London Borough of Harrow (“Harrow Council”) to undertake a joint (collaborative) procurement for the commissioning of statutory advocacy services, including Care Act Advocacy, Independent Mental Health Advocacy (IMHA), Independent Mental Capacity Advocacy (IMCA) and the Relevant Person’s Paid Representative (RPPR).

2.0 Recommendation(s)

That Cabinet:

- 2.1 Approves the Council's participation in a joint (collaborative) procurement exercise with the London Borough of Harrow ("Harrow Council") for the commissioning of statutory advocacy services, namely: Care Act Advocacy, Mental Health Act Advocacy (IMHA), Independent Mental Capacity Act Advocacy (IMCA) and Relevant Person's Paid Representative (RPPR).
- 2.2 Approves the Council acting as the lead authority for the purposes of the tendering of the Advocacy Services, including responsibility for conducting the procurement process on behalf of both authorities.
- 2.3 Approves the proposed joint commissioning arrangements and confirms that the procurement will be undertaken on the basis of the pre-tender considerations set out in paragraph 3.3.1 of the report and in accordance with the Council's Contract Standing Orders, Financial Regulations, and applicable procurement legislation.
- 2.4 Approves the Corporate Director, Service Reform and Strategy, in consultation with the Corporate Director Finance and Resources and the Director of Law, to:
 - agree and enter into the necessary inter-authority or collaboration arrangements with Harrow Council to give effect to the Council's role as lead authority; and
 - take all necessary steps to progress and complete the procurement exercise.
- 2.5 Delegates authority to the Corporate Director, Service Reform and Strategy, in consultation with the Leader of the Council and Cabinet Member for Adult Social Care to approve the award of the resulting contract following the completion of the procurement process.

3.0 Detail

3.1 Cabinet Member Foreword

- 3.1.1 The proposal within this report supports the Brent Borough Plan 2023-2027 priority of 'A Healthier Brent'. Advocacy Services ensures that Brent residents can access the services and support needed to live healthier lives and reduce health inequalities. Vulnerable residents particularly those with complex needs, often require support to express their views, and make informed decisions about their care. Providing access to advocacy services ensures these residents receive the appropriate health and social care interventions. This reduces the risk of unmet needs and supports improved physical and mental wellbeing outcomes.

3.1.2 Strategic Priority 5 – A Healthier Brent says we will “strengthen our commissioning approach to prevention and wellbeing”. By jointly commissioning the Advocacy Service with Harrow Council, benefits can be gained from shared approaches and learning as well as the potential for economies of scale for purchasing.

3.1.3 Strategic Priority 5 says “we will work with residents as partners in their own care and support, to live independent, safe, happy and fulfilling lives”. It also sets out that the intention is “continuing to support people to be cared for closer to home, by developing health and social care community services to help people.

3.2 Background

3.2.1 The Council is required to provide access to several different types of advocacy services.

- **Independent Mental Health Advocacy (IMHA)** - Local Authorities have a statutory duty under The Mental Health Act 1983 to provide an advocate to people detained in hospitals under the Act. IMHAs are also available to individuals subject to Community Treatment Orders, requiring treatment while living in the community. An IMHA is provided when the person has no suitable individual to support them.
- **Independent Mental Capacity Advocacy (IMCA)** – Under the Mental Capacity Act 2005, Local Authorities must provide an advocate for people who lack capacity to make major decisions, including their accommodation or care. IMCAs are also required when a deprivation of liberty is proposed and the person has no appropriate adult to support them.
- **Care Act Advocacy** - Local Authorities have a statutory duty under the Care Act provide independent advocacy for people who have substantial difficulty engaging in their social care assessment, care planning, reviews, or safeguarding processes. An advocate is appointed when the individual has no appropriate person able and willing to support them.
- **Relevant Person’s Paid Representative (RPPR)** - Under the Mental Capacity Act 2005 and its Deprivation of Liberty Safeguards (DoLS), Local Authorities must appoint an RPPR for any person deprived of their liberty who has no suitable unpaid representative. The role of the RPPR is to maintain contact with individuals to represent and support them in all matters relating to the deprivation of liberty safeguards.

3.2.2 In February 2023, the Operational Director for Adult Social Care approved the invitation of tenders in respect of Advocacy Services (IMHA, IMCA, RPPR and Care Act). Following a competitive tender process, a contract was awarded to POHWER to deliver the Advocacy Services. The contract was awarded for an

initial period of one year, running from 2nd August 2023 to 1st August 2024, with an option to extend for up to a further two years, exercisable on a one-year-by-one-year basis at the Council's sole discretion (the "Contract"). The Contract was extended and is due to expire on 1st August 2026. Officers are currently seeking approval from the Director of Strategic Commissioning Capacity Building and Engagement to vary and extend the contract to the 31st of October 2026 to allow the joint procurement of Advocacy services with the London Borough of Harrow and a new service start date of the 1st of November 2026.

Overview of the Proposed Approach

- 3.2.3 The proposed approach is to jointly commission Advocacy Services with Harrow Council to deliver statutory Advocacy Services including Care Act Advocacy, Independent Mental Health Advocacy (IMHA), Independent Mental Capacity Advocacy (IMCA), and Relevant Person's Paid Representative (RPPR). Working collaboratively will enable both local authorities to secure a high-quality, consistent, and sustainable advocacy offer across borough boundaries, supporting improved outcomes for residents who require independent support to participate fully in decisions about their care and support.
- 3.2.4 A joint commissioning approach provides opportunities for shared learning, stronger market engagement, and the development of a more resilient and cost-effective service model. By combining commissioning capacity and aligning service expectations, Brent and Harrow may benefit from economies of scale, a more robust provider market, and a clearer pathway for residents.
- 3.2.5 It is proposed that the Council will act as the lead authority for the purposes of conducting the procurement process, which will be undertaken in accordance with applicable Procurement Legislation, the Council's Contract Standing Orders and Financial Regulations, and the Council's internal governance requirements.
- 3.2.6 The resulting contract(s) will be awarded separately by each authority in accordance with their respective internal governance arrangements.
- 3.2.7 The proposed collaborative procurement does not involve delegation of the Council's decision-making powers. The Council will retain responsibility for approving and awarding its own contract.

Alternative Options considered

- 3.2.8 Alternative approaches such as delivering the service in-house have been explored. However, this option is currently neither cost-effective nor operationally viable. The Council does not presently possess the necessary expertise to deliver the service internally.

3.2.8 Another alternative approach is for the Council to commission the statutory advocacy services independently. However, for the reasons set out in 3.2.3 - 3.2.4, Officers prefer a joint commissioning approach.

3.2.9 Demand for service:

The total number of referrals received by the Advocacy service between for the years 2024-2025 and 2025-2026 were -

Type of Advocacy	Referrals received for the year 2024-2025	Type of Advocacy	Referrals received for the year 2025-2026
IMCA	163	IMCA	150
RPPR	25	RPPR	17
IMHA	373	IMHA	398
CARE ACT	71	CARE ACT	82
Total	632	Total	647

3.3 Pre-tender Considerations

3.3.1 In accordance with Contract Standing Orders 88 and 89, pre-tender considerations for the procurement of

Ref.	Requirement	Response
(i)	The nature of the Goods / Services / Works.	Services - Commissioning of a statutory advocacy services, including Care Act Advocacy, Independent Mental Health Advocacy (IMHA), Independent Mental Capacity Advocacy (IMCA) and the Relevant Person's Paid Representative (RPPR)
(ii)	The estimated value.	<p>Brent's annual contract value - £267,000; Over 5 years - £1.335m</p> <p>Harrow annual value - £184,000; Over 5 years - £920,000</p> <p>Total combined Brent and Harrow contract value over 5 year contract term = £2.255m</p> <p>Brent and the London Borough of Harrow will annually review the contract value. The review will consider any cost pressures for service delivery and performance against outcomes and key performance indicators.</p> <p>Brent and Harrow will have separate contracts.</p>

Ref.	Requirement	Response	
(iii)	The contract term.	3 years with a single extension of two years	
(iv)	The tender procedure to be adopted.	Open process	
v)	The procurement timetable.		Indicative dates are:
		Publish Preliminary Market Engagement Notice	5 May 2026
		Market Engagement event	28 May 2026
		Cabinet Approval seeking Authority to Tender	22 June 2026
		Publish Tender Notice	29 June 2026
		Publish Invitation to tender (30 days)	29 June 2026
		Deadline for tender submissions	29 July 2026
		Panel evaluation and moderation	03 August - 21 August 2026
		Report recommending Contracts award circulated internally for comment	By 28 August 2026
		Corporate Director approval	by 2 September 2026
		Publish Contract Award Notice	3 September 2026
		8 working days standstill period – notification issued to all tenderers and additional debriefing of unsuccessful tenderers	4 September – 15 September 2026
		Publish Contract Details Notice	16 September 2026
Contract Mobilisation	By 31 October 2026		

Ref.	Requirement	Response										
		Contract start date	01 November 2026									
(vi)	The evaluation criteria and process.	<p>1. At selection stage shortlists are to be drawn up in accordance with the Council's Contract Procurement and Management Guidelines by the use of conditions of participation to identify organisations meeting the Council's financial standing requirements, technical capacity and technical expertise.</p> <p>2. At tender evaluation stage, the panel will evaluate the tenders against the following criteria:</p> <p>Quality: 40% Price: 50% Social Value: 10%</p>										
(vii)	Any business risks associated with entering the Contract.	<p>The following business risks are considered to be associated with entering into the Contract.</p> <table border="1"> <thead> <tr> <th>Risk description</th> <th>Mitigations</th> <th>RAG Status</th> </tr> </thead> <tbody> <tr> <td>Brent and Harrow teams are unable to agree a uniform specification</td> <td>Close working between commissioners to ensure alignment</td> <td>Green</td> </tr> <tr> <td>A low response to the procurement due to contract price</td> <td>Market engagement event will be held ensuring providers are clear on time lines for bidding and contract requirements</td> <td>Amber</td> </tr> </tbody> </table>		Risk description	Mitigations	RAG Status	Brent and Harrow teams are unable to agree a uniform specification	Close working between commissioners to ensure alignment	Green	A low response to the procurement due to contract price	Market engagement event will be held ensuring providers are clear on time lines for bidding and contract requirements	Amber
Risk description	Mitigations	RAG Status										
Brent and Harrow teams are unable to agree a uniform specification	Close working between commissioners to ensure alignment	Green										
A low response to the procurement due to contract price	Market engagement event will be held ensuring providers are clear on time lines for bidding and contract requirements	Amber										
(viii)	The Council's Best Value duties.	The Council will be awarding the Contract to the provider that have the Most Advantageous Tender (MAT).										
(ix)	Consideration of Public Services (Social Value) Act 2012	It is the intention within this tender that 10% of the total evaluation criteria will be reserved for social value considerations. Bidders will be asked to provide a social value action plan and method statement which then be measured for impact and delivery over the life of the Contracts through the Contract Management function.										

Ref.	Requirement	Response
(x)	Any staffing implications, including TUPE and pensions.	There will be TUPE implications for the awarded providers which have been taken into consideration within the time scales. See Section 9 below.
(xi)	The relevant financial, legal and other considerations.	See sections 5 and 6 below.
(xii)	Sustainability	This has been assessed in line with the Procurement Sustainability Policy and determined that a quality measure for sustainability is not required.
(xiii)	Key Performance Indicators / Outcomes	Appropriate Key Performance Indicators / Outcomes will be included in the Contract.
(xiv)	Policy requirements including the National Procurement Policy Statement; prompt payment; London Living Wage; modern slavery; and carbon reduction	<p>The potential supplier will be required to provide Services in accordance with all relevant policy requirements, to include those detailed in the National Procurement Policy Statement, to comply with a 30 day payment requirement, to provide evidence of wage compliance, evidence due diligence in supply chain (including modern slavery) and provide report on carbon emission and sustainability initiatives during contract delivery.</p> <p>The Contract will require the payment of the London Living Wage.</p>
(xv)	Sharing information to allow understanding of the Council's procurement policies and decisions	All relevant policies and information will be shared with the potential supplier during the procurement process.
(xvi)	Steps undertaken to remove or reduce barriers for SME participation in the procurement	<p>Officers have considered whether any steps can be taken to remove or reduce barriers for SME participation in the procurement. It is considered that the procurement process recommended is appropriate for Services required and upholds the principles of equal treatment, transparency, and non-discrimination.</p> <p>A market engagement event advert has been published on the Find a Tender service to support these suppliers with resource planning for the opportunity.</p>

Ref.	Requirement	Response
(xvii)	Contract Management	A contract manager will be appointed and appropriate contract management provisions will be included in the Contract.

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

4.0 Stakeholder and ward member consultation and engagement

4.1 A review of the advocacy service was undertaken by Adult Social Care’s co-production team in January 2026. Colleagues within Adult Social Care and Health were consulted about what was working well and what needed to be improved in the Advocacy service. The information will be used in the service specification and tender documentation for the new Advocacy service.

5.0 Financial Considerations

5.1 The estimated value of the Contract is £267,000 per year. The total value of the contract, for Brent, over the five-year term will be £1.335m.

5.2 The cost of the Contract will be funded from existing resources.

5.3 The contract for the service will state that any inflationary uplifts will need to be negotiated with and approved by the Local Authority.

6.0 Legal Considerations

6.1 Officers are proposing that the Council participates in a joint (collaborative) procurement exercise with the London Borough of Harrow (“Harrow Council”) for the commissioning of statutory advocacy services. The proposed arrangement constitutes “Collaborative Procurement” for the purposes of the Council’s Contract Standing Orders, being an arrangement under which the Council and another contacting authority undertake a procurement process jointly.

6.2 The procurement will be conducted by the Council as lead authority on behalf of both authorities. However, each authority will enter into and manage its own contract with the successful provider and will retain responsibility for its own contract award decision. Accordingly, the proposed arrangement does not involve the delegation of the Council’s decision-making functions to another authority.

6.3 The estimated value of the Contract for the Council, as set out in paragraph 5.1, exceeds the relevant threshold under the Procurement Act 2023 (the “PA23”). The procurement is therefore subject to the full application of the PA23 and must be conducted in compliance with the statutory requirements, including

obligations relating to transparency, equal treatment, non-discrimination and proportionality.

- 6.4 In addition to compliance with the PA23, the procurement must comply with the Council's Contract Standing Orders and Financial Regulations. Whilst the total combined value of the proposed joint procurement with Harrow Council over the five-year term is estimated at above £2m (see paragraph 3.3.1), for the purposes of the Council's internal governance requirements the relevant contract value is the Council's own estimated spend of £1.335m. As each authority will enter into a separate contract with the successful provider, the aggregated value is not determinative for classification under the Contract Standing Orders. Accordingly, the procurement is classified as a Medium Value Contract, rather than a High Value Contract.
- 6.5 Notwithstanding this classification, the procurement constitutes a Key Decision having regard to the value of the Council's contract and its potential impact on affected wards. Accordingly, Cabinet approval is required to: authorise the Council's participation in the collaborative procurement; approve the proposed governance arrangements (including the Council acting as lead authority); and approve the procurement process, including the pre-tender considerations set out in paragraph 3.3.1 in order to enable the Council to invite tenders in accordance with Standing Orders 88 and 89.
- 6.6 Following completion of the tender process, authority to award the Council's contract is being asked to be delegated, as set out in Recommendation 2.5, to the Corporate Director, Service Reform and Strategy, in consultation with the relevant Cabinet Member.
- 6.7 In accordance with PA23, the Council must observe a mandatory minimum standstill period of eight working days prior to contract award. During this period, all tenderers must be notified in writing of the award decision and debrief information must be provided upon request. The standstill period allows unsuccessful tenderers to challenge the award decision where grounds exist. If no challenge is brought (or any challenge is unsuccessful), the Council may issue the letter of acceptance and proceed to contract commencement.
- 6.8 The joint procurement will require the Council and Harrow Council to enter into appropriate inter-authority arrangements governing the conduct of the procurement. These arrangements will address matters including respective roles and responsibilities, the Council's role as lead authority, and information sharing. Any such arrangements will be entered into in accordance with Recommendation 2.4 and must comply with applicable legal requirements.
- 6.9 The procurement involves the re-procurement of services currently delivered by an incumbent provider and may give rise to the application of the Transfer of Undertakings (Protection of Employment) Regulations 2006 ("TUPE"). Where applicable, the Council will be required to provide employee liability

information to tenderers and to include appropriate TUPE provisions within the procurement documentation and resulting contract.

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 adverse equality implications.”]

8.0 Climate Change and Environmental Considerations

8.1 Given the nature of the services to be delivered, Officers do not envisage that there will be any direct Climate Change and Environmental Considerations.

9.0 Human Resources/Property Implications (if appropriate)

9.1 These services will be provided by an external provider and there are no direct staffing implications for the Council arising from the tender process.

9.2 As part of the procurement process, employee liability information will be sought from current contractors and provided to the tenderers. The TUPE process and any issues that may arise from it will be managed during the mobilisation phase.

10.0 Communication Considerations

- 10.1 To enhance the existing communication plan, given our familiarity with the resident population, a tailored communication plan will be put in place with service users and their families.

Report sign off:

Rachel Crossley

Corporate Director Service Reform
and Strategy

Legal considerations provided by:
Miguel Zavaleta-Zapata, Senior
Lawyer Contracts & Governance

Finance considerations provided by:
Christie Fasunloye, Senior Finance
Analyst

EQUALITY IMPACT ASSESSMENT (EIA)

POLICY/PROPOSAL:	To procure an advocacy service for people subject to being detained under the Mental Health Act or who lack capacity or subject to Deprivation of Liberty Safeguards or for people who have a Care Act assessment or review
DEPARTMENT:	Service Reform and strategy
TEAM:	Commissioning, Contracting and Market management
LEAD OFFICER:	Edwin Mensah, Interim Head of Commissioning
DATE:	20 April 2026

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

SECTION A – SCREENING

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

To procure an advocacy service for people subject to being detained under the Mental Health Act or who lack capacity or subject to Deprivation of Liberty Safeguards or for people who have a Care Act assessment or review

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

The majority of people needing advocacy will have a physical or mental disability that will significantly impact their ability to carry out standard daily living activities. Advocacy provides reasonable adjustment to ensure people with disabilities are not disadvantaged in comparison to people who do not have a physical disability or mental impairment when it comes to planning and reviewing care and support needs.

3. If no groups are affected, explain why.

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

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

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

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

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

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

SECTION B – IMPACTS ANALYSIS

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

The current advocacy service does not provide this detail. This will be collected as part of the new service monitoring requirements and will be reviewed to ensure equity of access to the service and to identify issues/ trends Commissioners need to address. In the year 2024 to 2025, 632 people accessed the Advocacy Service. In 2025-2026, 647 people accessed the Advocacy service. The numbers of people accessing the Advocacy service and their demographic data will be collected as part of the service monitoring requirements. The information will be reviewed to support equity of access and to identify issues/ trends Commissioners need to address.

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.

Age	
Provide detail for the impact listed in Q4.	Provide supporting data and evidence.
	The current advocacy service does not provide this detail. This will be collected as part of the new service monitoring requirements and will be reviewed to ensure equity of access to the service and to identify issues/ trends Commissioners need to address.

Care Experience	
Provide detail for the impact listed in Q4.	Provide supporting data and evidence.
	The current advocacy service does not provide this detail. This will be collected as part of the new service monitoring requirements and will be reviewed to ensure equity of access to the service and to identify issues/ trends Commissioners need to address.

Disability

Provide detail for the impact listed in Q4.	Provide supporting data and evidence.
A significant majority of people who access advocacy will have a physical or mental disability which reduces their ability to fully engage in decisions about their own care and support needs. An independent advocate provides a necessary adjustment which enables our residents to have their needs and wishes understood as part of care planning and care review processes	The current advocacy service does not provide this detail. This will be collected as part of the new service monitoring requirements and will be reviewed to ensure equity of access to the service and to identify issues/ trends Commissioners need to address.

Gender Reassignment	
Provide detail for the impact listed in Q4.	Provide supporting data and evidence.
No specific issues in relation to gender reassignment and the use of independent advocacy have been identified.	The current advocacy service does not provide this detail. This will be collected as part of the new service monitoring requirements and will be reviewed to ensure equity of access to the service and to identify issues/ trends Commissioners need to address.

Marriage and Civil Partnership	
Provide detail for the impact listed in Q4.	Provide supporting data and evidence.
	The current advocacy service does not provide this detail. This will be collected as part of the new service monitoring requirements and will be reviewed to ensure equity of access to the service and to identify issues/ trends Commissioners need to address.

Pregnancy and Maternity	
Provide detail for the impact listed in Q4.	Provide supporting data and evidence.
There are no figures recorded regarding the use of independent advocacy during or after pregnancy. The Brent advocacy service is able to advocate for residents who are pregnant or need support in relation to maternity where they also have capacity	The current advocacy service does not provide this detail. This will be collected as part of the new service monitoring requirements and will be reviewed to ensure equity of access to the service and to identify issues/ trends Commissioners need to address.

issues or are subject to detention under the Mental Health Act.	
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Race and Ethnicity	
Provide detail for the impact listed in Q4.	Provide supporting data and evidence.
<p>The Brent service will be monitored on a quarterly basis with data collected to ensure that access to the service is in line with our population profile and there are no issues emerging. Where any issues are identified in terms of equity of access or poor representation, remedial action will be identified, implemented and monitored.</p> <p>The service is also required to provide advocacy information in different languages and will be monitored on this</p>	<p>The current advocacy service does not provide this detail. This will be collected as part of the new service monitoring requirements and will be reviewed to ensure equity of access to the service and to identify issues/ trends Commissioners need to address.</p>

Religion or Belief	
Provide detail for the impact listed in Q4.	Provide supporting data and evidence.
	<p>The current advocacy service does not provide this detail. This will be collected as part of the new service monitoring requirements and will be reviewed to ensure equity of access to the service and to identify issues/ trends Commissioners need to address.</p>

Sex	
Provide detail for the impact listed in Q4.	Provide supporting data and evidence.
<p>No specific issues have been identified as a result of people being married or in a civil partnership in relation to advocacy services. Where there are capacity issues relating to the abused person the abuse can be hidden. Independent advocacy can help in many ways including reducing the risk of</p>	<p>The current advocacy service does not provide this detail. This will be collected as part of the new service monitoring requirements and will be reviewed to ensure equity of access to the service and to identify issues/ trends Commissioners need to address.</p>

perpetrators or conflicted family members/friends making the sole decision about care and support.	
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Sexual Orientation	
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Provide detail for the impact listed in Q4.	Provide supporting data and evidence.
Sexual orientation may not be considered when planning or reviewing a residents supported and care needs. An advocate can ensure that sexual orientation is not overlooked and advocate for a resident around this as part of their role in supporting individuals to be heard. Information on sexual orientation will be collected as part of the service monitoring requirements and will be reviewed to ensure equity of access to the service and identify any issues and trend that commissioners need to respond to.	The current advocacy service does not provide this detail. This will be collected as part of the new service monitoring requirements and will be reviewed to ensure equity of access to the service and to identify issues/ trends Commissioners need to address.

Socio-Economic Status	
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Provide detail for the impact listed in Q4.	Provide supporting data and evidence.
Brent's income deprivation score is the 12 th highest nationally out of 296 lower tier local authorities. Brent's IDACI score of 58.7% of children living in income deprived households is the fifth highest nationally, behind Tower Hamlets (71.5%), Hackney (65.0%), Birmingham (61.8%), and Newham (59.9%). Lower income levels affect people's mental health and their ability to advocate for themselves which the Advocacy service will be able to support.	The current advocacy service does not provide this detail. This will be collected as part of the new service monitoring requirements and will be reviewed to ensure equity of access to the service and to identify issues/ trends Commissioners need to address

Other Relevant Groups	
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Provide detail for the impact listed in Q4.	Provide supporting data and evidence.TGTh
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Brent's Carers strategy 2024-2028? stated that there were 22,000 unpaid carers in Brent though broader estimates suggest there are over 31,000 in the borough. The new service will include the requirement to support Carers of residents living in Brent who will be drawing on the support of the Advocacy service.

The current advocacy service does not provide this detail. This will be collected as part of the new service monitoring requirements and will be reviewed to ensure equity of access to the service and to identify issues/ trends Commissioners need to address.

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.

Specific engagement activities with relevant groups have not been undertaken by the Commissioning Team. The provider of the Advocacy service will be required to provide a profile of people drawing on its support, as part of their contract monitoring process. This information will be used to assess the equity of access to the service. Where there is an under-representation/ over-representation of groups, the Commissioners will seek to address the issues including more engagement with particular groups by the Provider to raise awareness of its service.

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

N/A

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.

The EIA has not identified any potential for unlawful conduct or disproportionate impact and all opportunities to advance equality of opportunity are being addressed.

SECTION D - RESULT

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

SECTION E - ACTION PLAN AND MONITORING

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

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

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

Issue Identified	Action	Lead Officer	Completion Date	Status
The current advocacy service does not collect EDI data for the people drawing on its support.	EDI data will be collected as part of the new service monitoring requirements and will be reviewed to ensure equity of access to the service and to identify issues/ trends Commissioners need to address.	Edwin Mensah	June 2026	Complete

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

Through regular contract monitoring meetings with the provider

SECTION F – SIGN OFF

	Signature	Date
Officer:	A. Chakraborty	18.5.26
Reviewing Officer or Head of Service	E.Mensah	11.6.26

SECTION G – REVIEW

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

When to review

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

Who should review

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

What to update

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


When reviews can stop

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

Date of 1st Review:

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

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 Brent	Cabinet 22 June 2026
	Report from the Corporate Director, Children, Young People and Community Development
	Lead Member – Cabinet Member for Children’s Services, Employment and Climate Action (Councillor Jake Rubin)
Proposal to expand Phoenix Arch Special School on the Strathcona site	

Wards Affected:	Preston
Key or Non-Key Decision:	Key
Open or Part/Fully Exempt: (If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)	Open
List of Appendices:	Two Appendix 1: Informal consultation document Appendix 2: Equalities Impact Assessment
Background Papers:	School Place Planning Strategy 2024 – 2028 2 nd Refresh Cabinet Report November 2025 Phase II Capital Investment Programme for School Place Sufficiency for Children and Young People with SEND Cabinet Report January 2026
Contact Officer(s): (Name, Title, Contact Details)	Shirley Parks, Director, Education, Partnerships and Strategy 020 8937 4529 Shirley.parks@brent.gov.uk Roxanna Glennon, Head of Inclusion 020 8937 2785 Roxanna.glennon@brent.gov.uk

1.0 Executive Summary

1.1 This report provides a summary of the informal consultation undertaken between 9 March 2026 and 20 April 2026 on a proposal to expand Phoenix

Arch Special School by 50 places using the Strathcona site (Strathcona Road, Wembley, HA9 8QL). The proposal to expand the school is a response to increasing demand for special school places across the borough for children who present with autistic spectrum condition (ASC). The proposal, that has the support of the Governing Board, would use the expertise at Phoenix Arch Special School to provide for a larger cohort of children than presently.

- 1.2 A range of feedback was received during the informal consultation as set out below. Taking into consideration responses received including concerns raised during the consultation and mitigating actions where relevant, officers and the Governing Board remain of the view that the expansion is in the best interests of children. The report, therefore, recommends a move to formal consultation through publication of a statutory notice to expand Phoenix Arch Special School by 50 pupils through use of the Strathcona site.

2.0 Recommendations

That Cabinet:

- 2.1 Approves a period of formal consultation, through publication of a statutory notice, on the proposal to expand Phoenix Arch primary school by 50 pupils through use of the Strathcona site.

3.0 Detail

3.1 Cabinet Member Foreword:

- 3.1.1 This proposal is part of an ongoing programme to deliver additional local school places for children and young people with Special Educational Needs and Disabilities (SEND) to meet increasing demand, as set out in the School Place Planning Strategy 2024-28 2nd refresh approved by Cabinet in November 2025. Following delivery of a first phase of capital investment in additional specialist places for children with SEND, Cabinet approved a second phase of capital investment in January 2026 focused on providing additional special school places, including use of the Strathcona site for this purpose. This proposal will support delivery of 50 places for children with autistic spectrum condition utilising the expertise at Phoenix Arch primary school, allowing more children to attend a local school rather than provision out-of-borough.
- 3.1.2 School organisation and place planning supports the Borough Plan Strategic Priority 4: The Best Start in Life, by ensuring there are sufficient school places for children and young people in Brent and supporting every child and young person to access local high quality education in the borough that meets their needs.

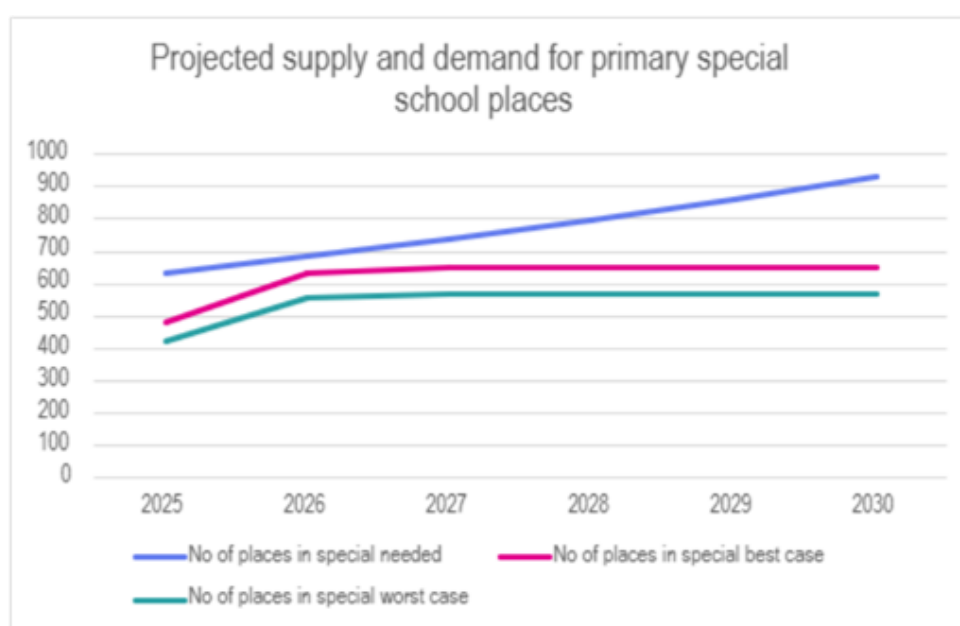
Background

- 3.1.3 Brent is a borough that has high aspirations for all children and young people with special educational needs or disabilities (SEND) and has a range of provision to meet their needs - inclusive mainstream schools, Additionally

Resourced Provisions and special schools. As set out in the School Place Planning Strategy 2024-28 2nd refresh, there were 4025 children and young people living in Brent aged 0-25 with an Education, Health and Care Plan (EHCP) in August 2025. This number has now risen to over 4300 children and young people (April 2026). Needs associated with communication and interaction (CI), which includes children with ASC, predominate with 58% of the cohort having CI as their primary area of need.

- 3.1.4 Brent has a current shortfall of around 210 places in primary special schools. To prevent children from not having a school place, the independent sector, home tuition, out-of-borough schools and the mainstream school sector are all currently being utilised. As well as not supporting children to be part of their local community and being less convenient for pupils who must travel longer distances to school, out-of-borough and independent schools are putting increasing strain on the high needs block and schools transport budgets.
- 3.1.5 While currently 48% of children with an EHCP attend a mainstream school, 37% of primary aged children and 49% of secondary aged children with an EHCP require a special school place. Many of these children attend special schools in Brent, but there are circa 252 Brent children with an EHCP placed in independent special schools and circa 210 placed in out-of-borough maintained special schools, alongside children receiving home tuition or attending mainstream schools waiting for a special school placement.
- 3.1.6 Figure 1 from the School Place Planning Strategy 2024-28 shows the current and predicted supply and demand for primary special school places. The worst and best case scenarios reflect assumptions about the places filled by children from other boroughs.

Figure 1: Current and projected demand and supply of primary school special places in Brent



- 3.1.7 In January 2026, Brent Cabinet received a report setting out plans to provide more special school places to meet as a second phase of the Capital Investment Programme for School Place Sufficiency for Children and Young People with SEND, following successful delivery of 382 additional places. The report set out a business case for a programme of five special school expansion projects that would deliver 212 places, including use of the Strathcona site as a local special school satellite (50 place) subject to consultation.
- 3.1.8 Phoenix Arch Special School is located in Wembley at Drury Way, London, NW10 0NQ. Phoenix Arch is a local authority maintained special school with a current roll of 55 pupils. All children who attend Phoenix Arch have a diagnosis of autism spectrum condition (ASC). Some children who attend Phoenix Arch also have learning disabilities (LD).
- 3.1.9 Between 9 March 2026 and 20 April 2026 informal consultation was undertaken on a proposal to expand Phoenix Arch Special School using the Strathcona site, that is located at Strathcona Road, Wembley, HA9 8QL from September 2027. This would create 50 much needed additional special school placements for Brent children with ASC and LD.
- 3.1.10 As Phoenix Arch Special School is a maintained special school, the Council owns the school's buildings and land. The Strathcona site is also owned by the Council. It was most recently used as a temporary location for Wembley Manor Special School before it moved to the site of Newman Catholic College until its new building on London Road was completed in autumn 2025. Before this, the Strathcona site was used for primary school provision (under the leadership of Roe Green Infant School). The proposal to expand Phoenix Arch onto a former school site carries the added advantages that minimal capital works and time are required to create a provision of the highest quality, representing the potential to achieve excellent value for money.
- 3.1.11 The expansion of Phoenix Arch Special School onto the Strathcona site is subject to the statutory consultation process, specifically on the change in the number of pupils in a special school. The establishment of a satellite site does not, on its own, require the statutory process to be followed.

3.2 The consultation process

- 3.2.1 The Governing Board and Local Authority is following the statutory guidance set out by the DfE in 'Making significant changes ('prescribed alterations') to maintained schools (October 2024)'. This sets out an expectation that interested parties are consulted informally prior to publication of a statutory proposal and formal consultation. A period of informal consultation on the expansion proposal was carried out between 9 March 2026 and 20 April 2026.
- 3.2.2 An informal consultation document (see Appendix 1) was made available in hard and electronic form that outlined the proposals and relevant background information. This was distributed to parents of children currently at the school and school staff. A leaflet drop informing residents about the consultation and

details of a public consultation meeting was undertaken by Ward Councillors to residents who live in the streets near to the Strathcona site. Hard copies of the consultation document were also shared at consultation meetings.

- 3.2.3 Information about the informal consultation and a survey about the proposals was included on the 'Have Your Say' consultation portal on the Brent Council website.
- 3.2.4 Two consultation meetings were hosted by the school and the Local Authority that provided parents/carers, staff, governors and members of the public both the opportunity to comment on and ask questions about the proposals. This was also attended by both former Ward Councillors. A meeting for current parents and staff was held on 16 April 2026 at Phoenix Arch Special School and a public meeting was held on 12 March 2026 at Preston Park Primary School, which is near to the Strathcona site.
- 3.2.5 Stakeholders were invited to respond to the consultation using the reply form included within the consultation document. Submissions could be posted, submitted online via the Council's 'Have your Say' portal or e-mailed to a dedicated e-mail address.
- 3.2.6 Respondents were invited to indicate whether they agreed or disagreed with the proposal to expand the school onto the Strathcona site. They were then invited to comment on why they thought the proposal was a good idea if they agreed with it, what concerns they had if they disagreed with the proposal and to include any other comments, issues, questions or suggestions.

3.3 Responses from the consultation process

- 3.3.1 A total of 15 responses were received via Brent Council's 'Have Your Say' online consultation portal.
- 3.3.2 Table 2 details the consultation responses received and whether the responder agreed or disagreed with the proposal to amalgamate. It also sets out how many respondents provided qualitative responses. The majority of responses received (87%) agreed with the proposal to expand Phoenix Arch onto the Strathcona site. Only 1 response disagreed with the proposal, citing concerns about noise from the school and traffic. A further 7 responses (47%) provided additional comments or asked questions on the consultation response form. 6 of these were supportive, one was positive but requested that they be fully consulted on proposals moving forward, especially in relation to traffic.

Table 1: View of respondents to the proposal for amalgamation

Views on proposal for amalgamation	Number of responses received	Percentage of response overall
Agree with proposal	13	87%
Disagree with proposal	1	7%
Maybe	1	7%
Total responses	15	100%

Qualitative responses to the proposal for amalgamation	Number of responses that included comments	Percentage of all responses
If you like the proposal, please say why you think it is a good idea	6	40%
If you disagree the proposal, please tell us why you are concerned.	1	7%
If you have any other comments, issues or questions, or have any alternative suggestions please state them here.	1	7%

3.3.3 Around 30 members of the public who live near to the Strathcona site attended the public meeting on 12 March 2026. There was broad support for the proposal, but concerns were raised about any impacts on local traffic and parking (see below).

3.3.4 The reasons respondents provided for supporting the proposal include:

- That it creates more places in specialist provision for children with SEND, of which there is currently a significant shortage in Brent. This will mean that children with SEND are not left to struggle in an education system that is not tailored to their needs.
- That it will provide dedicated spaces for children with complex sensory and behavioural needs which can make mainstream settings unsuitable for these children.
- That it will provide for a variety of therapeutic interventions to take place.
- That Phoenix Arch School has a proven track record of delivering excellent outcome for students, evidenced by various anecdotal testimonies.
- That Phoenix Arch is well-run and has a good understanding of the children it supports.
- That it will create jobs and provide opportunities for staff development.
- The view that 50 additional spaces was positive, but it may be insufficient to meet need.

- The proposal being an opportunity to provide a range of provisions, including sensory calming areas within classrooms; therapeutic spaces outside of classrooms; safe playground equipment in outside space; space for Year 6 students who may not transition to mainstream to get used to changing classes; spaces for assessment and therapy.

3.3.5 Concerns raised, primarily at the public consultation meeting, include:

- that the proposal would increase noise levels during school hours which would reduce the peaceful character of the neighbourhood.
- that the proposal would lead to an increase in traffic on local roads around the Strathcona site and that the increase in traffic could consequently lead to an increase in air pollution.
- that the proposal could lead to a rise in unsafe parking, which could raise risks for pedestrians and other road users.
- that access to Wembley Commercial Centre should remain unrestricted 24/7 and that proximity to Wembley Commercial Centre would lead to increased noise levels within the school, which could negatively impact students with additional needs who may be particularly sensitive to their surroundings.
- concerns that the satellite site could be expanded further in years to come.

3.3.6 The above concerns have been grouped into three categories below with the Local Authority and school's response, including mitigating measures where relevant:

- a) *Impact on the neighbourhood:*** *Concerns were raised that the peaceful nature of the neighbourhood would be disrupted by the increase in traffic as a result of the proposal. This would increase noise pollution and air pollution, and cause dangerous parking on the surrounding roads, making the area more unsafe for pedestrians and other road users.*

The site was previously used for primary school provision for up to 210 pupils with parents and children using a range of means to travel to school. Most of the children attending the special school on the site would be provided with home-to-school SEND transport, which is usually a minibus that would reduce the number of individual vehicles during school pick-up/drop-off. SEND Transport minibuses would drive through the school gates and onto the site to turn around, rather than sitting on the road. Very few children are expected to travel to/from school by private car. This is the case at the main Phoenix Arch site as set out below:

Table 2: Phoenix Arch Pupils Travel Survey

Means of transport	Number of pupils
SEND Transport minibus:	38 pupils (69%)
Dedicated Taxis:	5 pupils (9%)
Private Cars	6 pupils (9%)
TfL transport:	5 pupils (9%)
Walk	1 pupil (2%)

It is noted that creating this SEND provision within Brent will help to avoid some costs to the SEND Transport budget through reducing the number of potential children travelling to placements outside of the borough.

It is acknowledged that there would be staff travelling to the site and other professionals supporting the pupils at different points of the day. Currently there are 10-11 parking spaces on the Strathcona site, which is similar to the number of parking spaces at the main Phoenix Arch site that caters for 55 pupils. Nevertheless, Brent Council recognises the concerns raised by local residents regarding possible impacts of the provision on local traffic and parking. While mitigating measures that are being considered include the possibility of increasing parking onsite for visiting professionals who are likely to travel by car to different school sites. As well as exploring possible arrangements for staff parking using other local offsite car parks, use of public transport will be encouraged as the most sustainable form of transport. The site is close to tube stations (South Kenton and Preston Park) and local bus routes, the use of which would be included in a sustainable travel plan.

- b) ***Impact on Wembley Commercial Centre:*** *Concerns were raised by both residents and the landlord of the Wembley Commercial Centre about the school's proximity to the industrial estate. Residents were concerned that being so close to a busy industrial estate would mean the school is noisy, something which would be a particular problem for children with SEND who may be particularly sensitive to their surroundings. Wembley Commercial Centre shares an access road with the school, and the entrance to the school is directly opposite the entrance to the Commercial Centre. The Commercial Centre require unrestricted access to their site 24/7 and request to be kept informed of all proposals and access arrangements.*

As mentioned above, it is expected that most children would travel to and from school via SEND transport, usually a minibus. Minibuses would drive through the school gates and onto the school site to turn around, so would not impact on access to Wembley Commercial Centre.

Nevertheless, Brent Council has pledged to look into options to reduce any likely impacts of additional vehicles in the area. This would include encouraging use of nearby public transport as the most sustainable mode of travel, while considering the possibility of increasing parking onsite for

peripatetic professionals. The school will be supported to develop a sustainable travel plan.

Brent Council appreciate the concerns about noise levels from Wembley Commercial Centre, and this will be mitigated through using acoustic treatment internally in the school to soften external noise.

- c) ***Future expansion and adherence to the Government's SEND White Paper:*** concerns were raised that, while this proposal is part of a wider plan by Brent Council to create an additional 212 special school places, the provision could be expanded further to help meet this target or increasing demand for places. Additionally, concerns were raised that the plans for additional places were designed ahead of the publication of the Government's SEND White Paper, *Every Child Achieving and Thriving*, despite knowing that this was due to be published.

Brent chose not to wait for the details of the Government's SEND White Paper before announcing this proposal because the fact that there is a shortage of special schools, both nationally and in Brent, is a current problem that needs to be addressed. The 50 additional places would be for children with the highest level of need and would not be impacted by changes in the SEND White Paper. Given that these types of projects have a long lead time, it was important to take forward consultation, so that the places could be provided as soon as possible subject to statutory consultation and decision-making.

There are no plans to expand the satellite school on the Strathcona Site further than the 50 places currently proposed. Brent plans to create 212 additional special school places through this proposal and the expansion of other local special schools including Woodfield School, Manor School and the Village School (including the Village School satellite provision on the Kingsbury High School site). If there is a need for additional special school places, then consideration will be given to using spare capacity across the primary estate in the first instance. It should also be noted that the SEND reform plans emphasise that all mainstream schools are expected to be fully inclusive and to cater for a wide range of needs, with special school places reserved for children with the greatest complexity of need.

3.4 Overview of the Proposal

- 3.4.1 Having taken responses to the informal consultation into account, the Governing Board and Local Authority officers remain of the view that the proposal is beneficial for children across the borough. The intention would be for the Phoenix Arch provision on the Strathcona site to open in September 2027 to allow time for capital works to be completed.
- 3.4.2 Cabinet is asked to support formal consultation on the proposal, which is the next stage of the statutory process to expand Phoenix Arch Special School by 50 places utilising the Strathcona site (see section 10).

4.0 Stakeholder and ward member consultation and engagement

- 4.1. An informal consultation was held from 9 March 2026 and 20 April 2026 which enabled staff, governors, parents, carers and local residents the opportunity to comment on and ask questions about the proposal to expand Phoenix Arch Special School by 50 places utilising the Strathcona site.
- 4.2. The former Lead Member for Children, Young People and Schools was kept informed of the consultation process and ward members were informed of the proposal, who undertook communication with the local community to ensure they were aware of the consultation meeting.
- 4.3. Going forward, the Lead Member for Children's Services, Employment and Climate Action will be kept informed throughout the statutory consultation process, as will the new Preston ward members.

5.0 Financial Considerations

- 5.1 This expansion forms a key element of the local authority's strategy to manage rising demand for specialist provision funded by the Dedicated Schools SG High Needs Block, as set out in the Phase II Capital Investment Programme for School Place Sufficiency for Children and Young People with SEND (Cabinet Report, January 2026). The creation of 50 additional places at Strathcona site is intended to reduce reliance on higher cost out-of-borough and independent placements.
- 5.2 The financial case is supported by the differential in placement costs. The average cost of in-borough special school placement is £37,000 compared to £38,000 for an out of- borough maintained special school placement, with independent placements averaging significantly higher at £58,000 per place per annum.
- 5.3 By increasing in-borough capacity, the proposal supports cost avoidance through the provision of local placements at a lower average cost. This expansion is expected to generate a cost avoidance of approximately £1.05m once fully operational, based on the differential between independent and maintained special school provision.

6.0 Legal Considerations

- 6.1 The Local Authority has the power to consider and determine proposals published under Section 19 of The Education and Inspections Act 2006, pursuant to Section 21 (2) (f) of the Act and in accordance with Schedule 3 paragraph 3 of The School Organisation (Establishment and Discontinuance of Schools) Regulations 2013.
- 6.2 Under sections 13 and 14 of The Education Act 1996, as amended by The Education and Inspections Act 2006, a local education authority has a general statutory duty to ensure that there are sufficient school places available to meet

the educational needs of the population in its area. In fulfilling this duty, the Local Authority must promote high educational standards, ensure fair access to educational opportunity and promote the fulfilment of every child's educational potential. It must also ensure that there are sufficient schools in their area and promote diversity and increase parental choice. To discharge this duty effectively, the Local Authority is required to undertake a planning function to ensure that the supply of school places is aligned with current and projected demand.

- 6.3 Although not part of the considerations for the Strathcona site given the proposed continuation of education provision on the site, any change of use from Education use and/or disposal requires the permission from the Secretary of State for Education under Section 77 of the School Standards and Framework Act 1998 and Schedule 1 of the Academies Act 2010.

7.0 Equity, Diversity & Inclusion (EDI) Considerations

- 7.1 The Public Sector Equality Duty under section 149 of the Equality Act 2010 requires the Local Authority 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 covered under the Act are age, disability, gender reassignment, marriage and civil partnership (only in respect of eliminating unlawful discrimination) pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality) religion or belief (this includes lack of belief) sex and sexual orientation. Due regard means giving relevant and proportionate consideration to the duty, in that whenever significant decisions are being made consideration must be given to the impact/affect that implementing a particular decision will have in relation to equality before making that decision. Brent Council also has a policy of considering Human Rights and socio-economic impact.

- 7.2 An Equality Analysis has been carried out on the proposals set out in this report and is provided as Appendix 3 to this report. It is not anticipated there will be any negative impact from these proposals on the basis of age, disability, gender reassignment, marriage and civil partnership (only in respect of eliminating unlawful discrimination) pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality) religion or belief (this includes lack of belief) sex and sexual orientation.

8.0 Climate Change and Environmental Considerations

- 8.1 This proposal supports reducing the carbon footprint through enabling an increase in the number of children with SEND being educated within the borough, reducing the need for placements out-of-borough that require longer journeys.

8.2 Sustainable modes of travel will be encouraged for school staff and children who are not eligible for home to school transport, in particular the use of local tube and bus routes.

8.3 Some capital works will be required at the Strathcona site to ensure that the building is suitable for the SEND cohort. These will improve the environmental standards of the building.

9.0 Human Resources/Property Considerations

9.1 The Governing Board is confident that they will be able to recruit staff for the new site.

9.2 The additional school site expands a community special school and the council would continue to be the responsible body and employer from a Health and Safety and statutory compliance perspective of the expanded Phoenix Arch, as it is currently.

10.0 Communication Considerations

10.1 Formal consultation to change the provision is required under the statutory process for making significant changes (prescribed alterations) to maintained schools (Statutory Guidance for Proposers and Decision-makers, Department for Education, October 2024) and Opening and closing maintained schools (Statutory guidance for proposers and decision makers, Department for Education, October 2024). As Phoenix Arch Special School is a community school, the Local Authority would lead this process. The statutory consultation process for significant changes to school provision has four stages - Stage 1 Publication of a Statutory Notice, Stage 2 Representation (formal consultation for a period of 4 weeks), Stage 3 Decision and Stage 4 Implementation.

10.2 Subject to Cabinet approval, the statutory notice would be published in the Brent and Kilburn Times, on the Brent Council website (especially school admissions pages) and notices would also be displayed on the school gate. Stakeholders would be invited to submit written representations that set out their views and comments on the proposals.

10.3 Following the formal representation period, Cabinet is required to make a decision on this proposal within two months. The anticipated milestone dates following a decision by the Cabinet to approve the formal consultation to amalgamate the schools is set out below.

Table 2: Statutory Process and Implementation Milestones

Date	Action
29 June 2026	Publication of statutory proposal notice and formal consultation
27 July 2026	Formal consultation closes
7 September 2026	Final decision by Cabinet
1 September 2027	Phoenix Arch provision on Strathcona site opens

Related document(s) for reference:

Cabinet report (November 2025): School Place Planning Strategy 2024 – 2028 2nd Refresh

Cabinet report (January 2026): Phase II Capital Investment Programme for School Place Sufficiency for Children and Young People with SEND

Report sign off:

Nigel Chapman

Corporate Director of Children, Young People and Community Development

Legal considerations provided by:

Ovril Tomlison, Senior Lawyer Employment and Governance

Finance considerations provided by:

Folake Olufeko, Head of Finance

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A Public Consultation

Proposal to expand Phoenix Arch Special School

**Consultation period:
Monday 9th March 2026 to
Monday 20th April 2026**

Introduction

Brent Council and the governing body of Phoenix Arch special school are proposing to undertake a consultation on the future organisation of Phoenix Arch special school, namely the proposed expansion of Phoenix Arch special school onto an additional site. To start this process, the local authority and the governing body of Phoenix Arch are carrying out a consultation to gather views from staff, pupils' families, local residents living near the proposed new school site and relevant stakeholders.

Phoenix Arch is a local authority maintained special school with a current roll of 55 pupils. All children who attend Phoenix Arch have a diagnosis of autism spectrum condition (ASC). Some children who attend Phoenix Arch also have learning disabilities (LD). Phoenix Arch is located at Drury Way, London, NW10 0NQ.

What is the proposal?

Brent Council, working with the governing body of Phoenix Arch special school, is seeking your views on the proposal to expand Phoenix Arch special school by circa. 50 places, by creating an additional 'satellite' school on the grounds of the currently unused Strathcona site, previously used for primary school provision. The expansion of Phoenix Arch onto the Strathcona site would create much needed additional special school placements for Brent children. The proposal to expand Phoenix Arch onto a site that was previously a school site carries the added advantages that minimal capital works and time would be required to create a provision of the highest quality, representing the potential to achieve excellent value for money.

The proposal is that Phoenix Arch would open an additional site on the Strathcona school site in September 2027. The address of the proposed site onto which Phoenix Arch will be expanded is Strathcona Road, Wembley, HA9 8QL. The new site would be a special school for circa. 50 children with ASC and LD.

What would be the name of the school?

It is proposed the school on the Strathcona site will be called 'Phoenix Arch Strathcona'.

What are the benefits of expanding Phoenix Arch school?

- Phoenix Arch is a very well regarded and popular local authority maintained special school. It has a strong leadership team and a supportive governing body. Phoenix Arch has considerable expertise in supporting children with ASC and

LD. Because of this, Phoenix Arch is well-placed to support more children in need of specialist support.

- Brent has a shortage of special school placements for children with ASC and LD. Because of this, some children are waiting too long for a special school place in Brent or are having to travel long distances out of borough to attend school, sometimes at considerable cost. It is felt that children should be able to access high quality specialist provision close to home. Expanding Phoenix Arch will enable more children to do this.
- Expanding an existing special school can be done more quickly than creating a new special school. Creating a new special school may take many years, and further delay is unacceptable when children are waiting for a school place.
- The Department for Education (DfE) has provided capital funding to enable local authorities to create more special school places. Therefore, the costs of the capital works needed to expand Phoenix Arch onto the Strathcona site will be covered by this grant funding.
- Expanding Phoenix Arch will benefit the existing school as an additional site will necessitate the addition of further leadership capacity (to run the new site). As a larger school, Phoenix Arch may benefit from certain economies of scale e.g. purchasing resources.

Costs of Expansion

The estimated capital costs of creating a satellite site on the Strathcona site are £1m. As noted above, these costs are covered by a High Needs Capital grant that Brent Local Authority has received from the DfE. These proposed costs were approved by Brent Cabinet in January 2026.

The school's revenue budget will not be expected to contribute to any setting-up costs without additional funding being provided to the school.

How would an expansion be implemented?

In order to expand Phoenix Arch, a consultation must take place with all stakeholders. This document forms part of this process. Following consultation, the Local Authority will take a view as to whether to proceed with the proposed expansion. As set out in the DfE's guidance on making significant changes to maintained schools (see [here](#)), the Local Authority is the decision maker with regards to these proposals.

The consultation process

The informal consultation will start on **Monday 9th March 2026**, will run for six weeks and will end on **Monday 20th April 2026**.

The closing date for online responses is **Monday 20th April 2026** and any hard copies returned by hand or post must be submitted to the Phoenix Arch school office by Friday 17th April 2026.

How can I make comments about the proposals?

Parents, carers, staff, governors and members of the public are invited to send their comments by replying using the online feedback form available at [Proposal to expand Phoenix Arch special school - Informal consultation – Fill in form.](#)

A public meeting has been arranged for any stakeholders or interested parties to attend.

Date: 12th March 2026

Venue: Preston Park Primary School, College Road, Wembley, HA9 8RJ

Time: 6-7pm

Comments made at the meetings will be recorded in written format and will contribute to the consultation outcomes.

A further meeting for staff and parents and carers of children who attend Phoenix Arch school will be held as follows:

Date: 16th April 2026

Venue: Phoenix Arch School

Time: 10-11am

How will the decision about the proposed expansion of Phoenix Arch be made?

After this informal consultation is complete, all the responses regardless of whether they are comments in support of the proposal, objections, or other suggestions will be collated and considered by the Local Authority.

If there is broad agreement from consultees for the proposal to expand Phoenix Arch school onto the Strathcona site, a report will be provided to the Lead Member for Children's Services, Education and Employment to consider progress to a formal (statutory) consultation. The formal consultation process will commence with the

issuing of a statutory notice which outlines exactly what the proposals are and lasts for four weeks to allow people to make written responses. Following any formal consultation, Brent Council will make a final decision on whether the school should expand on to the Strathcona site and the date of when this should happen.



Brent



INFORMAL CONSULTATION RESPONSE FORM

Proposal to expand Phoenix Arch special school

The proposal is to expand Phoenix Arch special school by circa. 50 places by creating an additional site (known as a 'satellite' site) on Strathcona Road, Wembley, HA9 8QL.

We welcome your views on this proposal. Please fill in this form and return it to either school office no later than Friday 17th April 2026. You can also complete the form online at [Proposal to expand Phoenix Arch special school - Informal consultation – Fill in form](#) where responses must be received by 11.59pm on Monday 20th April 2026.

1. Do you agree with the proposal to expand Phoenix Arch onto the Strathcona site?

Please circle as appropriate:

YES / NO

2. If you like the proposal, please say why you think it is a good idea:

3. If you disagree the proposal, please tell us why you are concerned:

4. If you have any other comments, issues or questions, or have any alternative suggestions, please state them here (you can continue on the back of this form if necessary).

EQUALITY IMPACT ASSESSMENT (EIA)

POLICY/PROPOSAL:	Expansion of Phoenix Arch Special School by 50 places on Strathcona site
DEPARTMENT:	Children, Young People and Community Development
TEAM:	Inclusion Service
LEAD OFFICER:	Roxanna Glennon, Head of Inclusion
DATE:	1 June 2026

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

SECTION A – SCREENING

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

In January 2026, Brent Cabinet received a report setting out plans to provide more special school places to meet as a second phase of the Capital Investment Programme for School Place Sufficiency for Children and Young People with SEND, following successful delivery of 382 additional places. The report set out a business case for a programme of five special school expansion projects that would deliver 212 places, including use of the Strathcona site as a local special school satellite (50 place) subject to consultation in response to increasing unmet demand for local special school places.

The proposal is to expand Phoenix Arch Special School by 50 additional places for children and young people with SEND (primarily autistic spectrum condition) on the Strathcona site follows detailed discussions with the school leadership and Governing Board. The expansion of the school is a response to increasing demand for special school places across the borough for children who present with autistic spectrum condition (ASC), which is the school's designated cohort.

Brent currently has a shortfall of around 210 places in primary special schools. This proposal will go some way to addressing this need and will enable more Brent children to attend a local special school, avoiding either placement in the independent sector, out-of-borough special schools or the mainstream school sector. It will support children attending the school to feel part of their local community and will avoid the need longer travel distances to school.

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

- Primary aged children with SEND (Phoenix Arch is a primary special school and therefore the provision will be for primary aged children only with SEND (autistic spectrum condition and associated learning difficulties).
- Parents and Carers of primary aged children with SEND

3. If no groups are affected, explain why.

n/a

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

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

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

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

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

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

SECTION B – IMPACTS ANALYSIS

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

As set out in the School Place Planning Strategy 2024-28 Refresh approved by Cabinet in November 2025 and the Phase 2 SEND Capital Programme paper agreed by Cabinet in January 2025, Brent has a shortfall of special school places. This relates to a continued increase in children and young people with SEND requiring an Education, Health and Care Plan (EHCPs). The number of children and young people with an EHCP was 3,892 as at March 2025 and 4,306 as at March 2026, an increase of 10.6%.

As a result of the shortfall of places, many primary aged children with ASC are having to travel to schools out of Brent (special schools in other boroughs or schools in the independent sector), which does not support children to be part of their local community. Some children who would attend the new provision are receiving home tuition or remaining in mainstream settings whereas their needs would be better met in special school provision. The expansion of Phoenix Arch by 50 places will support more of the Brent primary cohort of children with ASC to be in local special school provision.

Phoenix Arch is a good school and the expansion will ensure that more local children benefit from the quality of education that the school provides. The proposal has the support of the Phoenix Arch Governing Board.

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

Age	
Provide detail for the impact listed in Q4.	Provide supporting data and evidence.
This provision will positively support primary aged children with SEND as outlined above. Children will be allocated a place according to their needs as identified in their EHCP in consultation with parents, as is usual process.	The proposal will provide an additional 50 local primary special school places.

Care Experience	
Provide detail for the impact listed in Q4.	Provide supporting data and evidence.

The proposal has no impact on this group.	
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Disability	
Provide detail for the impact listed in Q4.	Provide supporting data and evidence.
This provision will positively support primary aged children with SEND as outlined above.	The proposal will provide an additional 50 local primary special school places.

Gender Reassignment	
Provide detail for the impact listed in Q4.	Provide supporting data and evidence.
The proposal has no impact on the basis of gender.	

Marriage and Civil Partnership	
Provide detail for the impact listed in Q4.	Provide supporting data and evidence.
The proposal impacts on children and therefore has no impact on the basis of marriage and civil partnership.	

Pregnancy and Maternity	
Provide detail for the impact listed in Q4.	Provide supporting data and evidence.

<p>The proposal impacts on primary aged children with SEND and therefore has no impact on the basis of pregnancy and maternity.</p>	
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<p style="text-align: center;">Race and Ethnicity</p>	
<p>Provide detail for the impact listed in Q4.</p>	<p>Provide supporting data and evidence.</p>
<p>The proposal impacts on primary aged children with SEND and therefore has no impact on the basis of race and ethnicity.</p>	

<p style="text-align: center;">Religion or Belief</p>	
<p>Provide detail for the impact listed in Q4.</p>	<p>Provide supporting data and evidence.</p>
<p>The proposal impacts on primary aged children with SEND and has no impact on the basis of religion or belief.</p>	

<p style="text-align: center;">Sex</p>	
<p>Provide detail for the impact listed in Q4.</p>	<p>Provide supporting data and evidence.</p>
<p>The proposal impacts on primary aged children with SEND and has no impact on the basis of sex.</p>	

<p style="text-align: center;">Sexual Orientation</p>	
<p>Provide detail for the impact listed in Q4.</p>	<p>Provide supporting data and evidence.</p>

The proposal impacts on primary aged children with SEND and has no impact on the basis of sexual orientation.	
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Socio-Economic Status	
Provide detail for the impact listed in Q4.	Provide supporting data and evidence.
The proposal impacts on primary aged children with SEND and has no impact on the basis of socio-economic status.	

Other Relevant Groups	
Provide detail for the impact listed in Q4.	Provide supporting data and evidence.
There are no other relevant groups impacted by this proposal.	

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.

The Phase 2 SEND Capital Programme was developed with input from local special schools and Brent Parent Carer Forum. On the specific proposal, there has been informal engagement with parents and carers of children currently attending Phoenix Arch Special School, governors of the school and residents who are local to the Strathcona site. The proposal has overall support. Local residents raised concern that the proposal does not result in local traffic and parking problems and mitigating measures are being considered.

The proposal will be subject to formal consultation in line with DfE guidance on school expansions and this will give stakeholders a further opportunity to provide feedback on the proposal and/or raise any concerns.

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

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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.

<p>There are positive impacts from this proposal for children and young people with SEND in providing further local special school places. The intention therefore is to proceed with statutory consultation on the proposal, subject to Cabinet approval.</p>
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SECTION D - RESULT

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

SECTION E - ACTION PLAN AND MONITORING

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

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

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

Issue Identified	Action	Lead Officer	Completion Date	Status
Formal Statutory consultation (subject to Cabinet agreement)	Publish a statutory notice and undertake 4 weeks of statutory consultation	Roxanna Glennon	By end July 2026	Ongoing
Review feedback raised during formal consultation and report back to Cabinet	Inform the final proposal and implementation, subject to Cabinet agreement	Roxanna Glennon	By October 2026	Not yet started
Establish an implementation plan with Phoenix Arch leadership and Governing Board	To ensure smooth delivery and to mitigate any concerns	Roxanna Glennon / Phoenix Arch School	October 2026 onwards	In development

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

SECTION F – SIGN OFF

	Signature	Date
Officer:	Roxanna Glennon	1 June 2026
Reviewing Officer or Head of Service	Shirley Parks	5 June 2026

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.

<u>Date of 1st Review:</u>	
Officer:	
Comment on progress toward specific actions, and provide any data and evidence updates:	
Reviewing Officer or Head of Service:	
<u>Date of 2nd Review:</u>	
Officer:	
Comment on progress toward specific actions, and provide any data and evidence updates:	
Reviewing Officer or Head of Service:	
<u>Date of 3rd Review:</u>	
Officer:	

Comment on progress toward specific actions, and provide any data and evidence updates:	
Reviewing Officer or Head of Service:	

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