



Cabinet

Monday 12 October 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	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 of trade union).

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

or

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

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

Agenda

Introductions, if appropriate.

Item	Page
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1	Apologies for Absence	
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2	Declarations of Interest	
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Members are invited to declare at this stage of the meeting, the nature and existence of any relevant disclosable pecuniary or personal interests in the items on this agenda and to specify the item(s) to which they relate.

3	Minutes of the Previous Meeting	1 - 12
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To approve the minutes of the previous meeting held on Monday 7 September 2026 as a correct record.

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

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

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

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

Neighbourhood & Regeneration reports

7	Authority to award a contract for a Single Delivery Partner for the South Kilburn Regeneration Programme	13 - 34
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This seeks approval to award the contract for a Single Delivery Partner for the South Kilburn Regeneration Programme subject to satisfactory finalisation of contract terms and conclusion of the preferred bidder stage of the procurement exercise.

Ward Affected: **Lead** **Member:** Cabinet Member for

Kilburn; Queens
Park

Regeneration & Planning (Councillor Matt
Kelcher)
Contact Officer: Archika Kumar, Head of Estate
Regeneration
archika.kumar@brent.gov.uk

8 Community Led Housing in Brent - Brentfield Road Site Agreement 35 - 56

This report provides Cabinet with an update on the progress made by Brent Community Land Trust (BCLT) towards delivery of a Community Led Housing (CLH) development on the Brentfield Road site and seeks approval for delegated arrangements to enable delivery of the scheme.

Ward Affected:
Stonebridge

Lead Member: Cabinet Member for
Regeneration & Planning (Councillor Matt
Kelcher)
Contact Officer: Abiola Adegoke, Strategic
Housing Partnerships & Engagement Manager
020 8937 4149
abiola.adegoke@brent.gov.uk

Finance & Resources reports

9 Quarter 2 Financial Forecast 2026-27 57 - 124

This report sets out the financial forecast for the General Fund revenue budget, the Housing Revenue Account, the Dedicated Schools Grant and the Capital Programme, as at Quarter 2 2026/27.

Ward Affected:
All Wards

Lead Member: Deputy Leader and Cabinet
Member for Finance & Resources (Councillor
Gwen Grahl)
Contact Officer: Ravinder Jassar, Deputy
Director Corporate and Financial Planning
Tel: 0208 937 1487
ravinder.jassar@brent.gov.uk

Resident & Housing Services reports

10 Homelessness and Rough Sleeping Action Plan 2026 - 2031 125 - 166

This report sets out the draft Homelessness and Rough Sleeping Action Plan 2026 – 2031 for approval and adoption.

Ward Affected:
All Wards

Lead Member: Cabinet Member for Housing,
Homelessness & Renters (Councillor Robert
Johnson)
Contact Officer: Laurence Coaker, Director
Housing Needs & Support
020 8937 2788
Laurence.Coaker@brent.gov.uk

11 Update to Brent's Gypsy, Roma and Traveller Framework and Action Plan 2026 - 2030 167 - 190

This report seeks Cabinet's approval for an amendment to the Brent Gypsy, Roma and Traveller Framework and Action Plan following its initial adoption at Cabinet on 7 September 2026.

The amendment relates to the Council's approach to unauthorised encampments, and includes a new commitment to explore negotiated stopping approaches to accommodate households pursuing a nomadic way of life with approval also being sought to delegate authority for any further amendments identified as required to the Corporate Director Resident and Housing Services in consultation with the Cabinet Member for Housing, Homelessness and Renters.

Ward Affected:
All Wards

Lead Member: Cabinet Member for Housing, Homelessness & Renters (Councillor Robert Johnson)

Contact Officer: Spencer Randolph, Director Housing Services

020 8937 2546

Spencer.Randolph@brent.gov.uk

Service Reform & Strategy reports

12 Brent Collaboration Charter 191 - 212

This report seeks Cabinet endorsement of the Draft Brent Collaboration Charter 2026– 2029. The Charter is intended to be a shared agreement between Brent Council, the Voluntary, Community, Faith and Social Enterprise (VCFSE) sector and other local partners, including the NHS, establishing a shared vision, principles and commitments that guide how all will work together towards shared goals and better outcomes for residents.

Ward Affected:
All Wards

Lead Member: Cabinet Member for Communities, Culture & Cost-of-Living Support (Councillor Tina Amadi)

Contact Officer: Rhodri Rowlands, Director Strategic Commissioning, Capacity Building and Engagement

020 8937 1738

Rhodri.Rowlands@brent.gov.uk

13 Authority to invite tenders for Homecare Services for Adult Social Care and Children and Young People with Disabilities 213 - 238

This report seeks Cabinet approval to retender contracts for Homecare Services for Adult Social Care and Children and Young People with

Disabilities.

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
0208 937 4132
edwin.mensah@brent.gov.uk

14 Exclusion of Press and Public

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

Agenda Item 7: Authority to award a contract for a Single Delivery Partner for the South Kilburn Regeneration Programme (Appendix 1 – Tender score evaluation)

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

15 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 9 November 2026



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



LONDON BOROUGH OF BRENT

MINUTES OF THE CABINET

Held in the Conference Hall, Brent Civic Centre on Monday 7 September 2026
at 10.00 am

PRESENT: Councillor M Butt (Chair), Councillors Grahl (Vice Chair) and Councillors Amadi, Dixon, Johnson, Kelcher, Knight and Rubin.

1. Opening Comment and Apologies for Absence

Prior to opening the meeting, Councillor Muhammed Butt (as the Leader of the Council) took the opportunity to reflect on the tragic event which had recently taken place at the Civic Centre involving the fatal stabbing of 17 year old David Wynter and to offer his condolences on behalf of the Council to David's family and friends for their loss.

Recognising the nature of the incident and impact not only on those who had witnessed it but also supported the response, as well as on the wider community, Councillor Butt thanked all staff and partners, including the emergency services, for both their immediate and subsequent response with Councillor Dixon (as Cabinet Member for Community Safety & Public Health) also commending the wider response within the community along with the assurance and support provided.

The Leader then moved on to open the meeting with apologies for absence received from Rachel Crossley (Corporate Director Service Reform & Strategy) with Rhodri Rowland (Director Strategic Commissioning and Capacity Building) attending as her representative and Jehan Weerasinghe (Corporate Director Neighbourhoods & Regeneration) with Gerry Ansell (Director Inclusive Regeneration & Climate Action) attending as his representative.

2. Declarations of Interest

No declarations of interest were made during the meeting.

3. Minutes of the Previous Meeting

Cabinet **RESOLVED** that the minutes of the previous meeting held on Monday 27 July 2026 be approved as a correct record of the meeting.

4. Matters Arising (if any)

None identified.

5. Petitions (if any)

5.1 Opposition to installation of perimeter fencing College Green Open Space

Councillor Muhammed Butt (as Leader of the Council) welcomed James Hogan (as lead petitioner and Chair of the College Green Preservation Society) to the meeting, who he advised was attending to present a petition opposing the installation of perimeter fencing around College Green Open Space.

In thanking the Leader of the Council for the opportunity to present the petition, James Hogan began by detailing the history of College Green Open space, which he advised had been established by All Souls College Oxford in 1913 and currently consisted of land provided for allotment, scout and open space provision as well as a nursery. He further explained the background to formation of the College Green Preservation Society, which members were advised had been in response to continued proposals to build on the open space and with a nursery subsequently encouraged to move to the Green as a means of achieving further protection, albeit with clarification provided that the open space currently shared with the local scout group did not form part of the existing nursery site.

In noting the vulnerability of open space in the area, reference was made to the loss of space within Willesden, Kensal Green and Harlesden and, in outlining the concerns of the petitioners, Mr Hogan felt it important to remind members that when establishing the land All Souls College had issued a legally binding covenant stating that nothing on it could be used for any purpose which could be regarded as nuisance, damage or annoyance to the vendors in the neighbourhood, or which may lessen the value on the estate. As a result, he advised local residents were opposed to a proposal being developed by the nursery in seeking to further screen their site, given the impact it was felt this would have in restricting access and blocking the view of the existing open space and associated detrimental impact on the character of the area and value of surrounding properties. These were concerns, he advised, the petitioners were also seeking to raise with All Souls College Oxford.

Given the petitioners concerns over the vulnerability of open space in the area, opposition was expressed to any further loss of open space arising from the erection of the proposed screening, with the expansion of buildings on the existing nursery site and installation of a fence, alongside further appropriation of land shared with the scouts, highlighted as having already created a physical and psychological barrier and residents concerned about the impact of further potential development, should any additional screening be permitted.

Reiterating that the open space to which the screening proposal related did not form part of the nursery site, Mr Hogan pointed out that the petitioners (alongside the Preservation Society) were therefore keen to ensure that the shared space remained open reflecting its value as an important part of the community and vital aspect of the character of the area. In concluding, he therefore called upon the Council and nursery to respect the wishes of the community and refrain from taking away one of the last remaining open spaces in the area in order to preserve its ongoing access for all to use and see.

In thanking Mr Hogan for his presentation, the Leader then invited Councillor Jake Rubin (as Cabinet Member for Children's Services, Employment and Climate Action) to respond to the points raised.

Having thanked James Hogan for attending the meeting to ensure that the views of all those who had signed the petition were represented, along with the Preservation Society for the care and commitment shown in seeking to protect and maintain College Green, Councillor Rubin began by assuring the petitioners that the potential impact of any additional screening on the open nature of the space, local amenity and wider impact on the community had been recognised. At the same time, however, he also felt it important to recognise the need to ensure the nursery was able to maintain appropriate safeguarding arrangements for children using their outdoor space.

In recognising the balance needing to be maintained and concerns highlighted, he therefore advised that Council officers were undertaking a review of the current fencing arrangements, which would include consideration of the necessary safeguarding requirements alongside relevant legislation and Department for Education guidance. Once that review had been completed, an assurance was provided that the findings along with any recommendations would be shared with all relevant stakeholders, including the nursery, scout group and local residents in order to enable a way forward to be identified.

As a final contribution and in summing up, Councillor Muhammed Butt (as Leader of the Council) reaffirmed the assurance provided to review the issues highlighted and engage further with all relevant stakeholders in seeking to identify a way forward.

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. Brent's Gypsy, Roma & Traveller Framework and Action Plan 2026-2030

Prior to considering the report, Councillor Muhammed Butt (as Leader of the Council) welcomed John O'Donnell (representing residents from the Lynton Close Travellers site) supported by Bernie Corcoran (as a fellow resident) and Rhianna Ketley (London Gypsy and Travellers Association) to the meeting whom he advised had requested to speak in relation to development of the Brent Gypsy, Roma & Traveller Framework.

Whilst welcoming the Council's acknowledgment of the need to do better in seeking to meet the needs of traveller communities in Brent and recognising that some progress had been made, John O'Donnell, having thanked the Leader for the opportunity to speak, advised he was also seeking to outline concerns which remained in relation to development of the Gypsy, Roma and Traveller Framework. Members were advised these related to the limited progress made in terms of the identification and provision of temporary sites, despite this being raised as a priority by community members in view of the severe overcrowding on the Lynton Close site currently impacting on the health, safety and wellbeing of residents. As such he advised residents were keen to ensure the Council moved forward as quickly as possible in seeking to identify suitable temporary sites to address the overcrowding concerns outlined and avoid Travellers needing to move to unallocated transit sites whilst more permanent provision was being developed.

Having thanked Mr O'Donnell for attending the meeting and representations received, the Leader then invited Councillor Robert Johnson (as Cabinet Member for Housing, Homelessness and Renters Security) to respond to the comments made prior to formally introducing the report on the Framework.

In taking the opportunity to thank those present for attending, Councillor Johnson, in seeking to address the concerns highlighted, confirmed that an independent search company had been commissioned to support the identification of temporary traveller sites. Highlighting that the provision of any sites (once identified) would also require necessary planning consent to be obtained, Councillor Johnson advised that the Council remained committed to making alternative accommodation available, although it was acknowledged that this would be through the Council's temporary accommodation supply, as opposed to pitch sites. In highlighting examples of the other measures also introduced to support the community on the Lynton Close site, Councillor Johnson ended by once again acknowledging the concerns highlighted and committing to presenting the findings of the independent search company back to Cabinet, in order for any feasible sites identified to be taken forward.

Having noted the representations made and commitment identified to continue working with the Gypsy, Roma and Traveller Communities to achieve positive outcomes, build trust and ensure their needs continued to be met the Leader then invited Councillor Johnson to introduce the report from the Corporate Director, Resident and Housing Services outlining Brent's new Gypsy, Roma and Traveller Framework and Action Plan.

In presenting the report, Councillor Johnson began by recognising that it had been more than a decade since Brent had a dedicated framework in place for its Gypsy, Roma and Traveller communities acknowledging the impact on those residents in also feeling underrepresented, which it was felt the framework provided an opportunity to address. In seeking to be open about the past, members were advised that the report had been clear in acknowledging the mistakes made in terms of the Council's relationship with Brent's Gypsy and Traveller community and in accepting that the need to rebuild trust would take time, consistency and a willingness to listen.

Whilst recognising the progress which it had been possible to make in terms of engagement with residents, dedicated liaison roles and working with trusted organisations, the ongoing work required was acknowledged, with the framework setting out three clear priorities for this to be focused on. These had been structured around providing safe and suitable sites, building stronger relationships, and making sure Council services were accessible and culturally appropriate with members reminded that the commitments made had also been supported by up to £500,000 of capital investment for improvements at Lynton Close.

In highlighting that Brent also had the third largest Roma population in England and Wales, Councillor Johnson also acknowledged the limited understanding and engagement with Brent's Roma community with the commitment to develop a dedicated Roma community engagement plan also identified as an important element of the Framework. In support of the Framework, Councillor Johnson ended by outlining his commitment to ensure that the relationships being built with the Gypsy, Roma and Traveller communities in Brent were ones that would last and on

which progress would be reported back to Cabinet on an annual basis enabling members to assess how the commitments were translating into genuine improvements for residents.

In considering the report, Cabinet welcomed what was felt to be the constructive nature of the Framework and commitment in seeking to continue strengthening relationships with the Gypsy, Roma and Traveller communities across Brent recognising their historical exclusion and focus on improving outcomes, increasing inclusion and ensuring services were more responsive to community needs. Drawing attention to Brent's role as one of only a small number of London boroughs maintaining a dedicated traveller site, Members highlighted the trust and respect already established with the travelling community, whilst acknowledging that further work remained necessary to address accommodation needs and identify suitable permanent and temporary site provision. The importance of continued engagement with community representatives and ensuring their voices were heard directly within the decision-making process was also particularly welcomed.

The Framework's wider focus and contribution in seeking to enhance community cohesion, resident engagement and equality of access to services was also commended with members noting its close alignment with the Council's broader objectives relating to culture, inclusion and cost of living support and supportive of the commitment to ongoing consultation and communication. At the same time, the need was also identified to ensure the Framework avoided operating in isolation and instead formed part of a wider programme of community-focused activity designed to build more sustainable relationships and ensure that all residents felt respected, included and able to access the opportunities and support available across the borough.

Recognising that further work was required to improve understanding of the specific needs of different groups, such as Roma communities, Cabinet expressed support for the approach identified within the Framework to ensure services were not only able to better reflect community needs but also respond more effectively to concerns and priorities identified by residents. Members also welcomed the Framework's focus on recognising and celebrating the cultural heritage, identity and contribution of Gypsy, Roma and Traveller communities, with members keen to ensure the Council's approach extended beyond addressing disadvantage and service needs and also promoted opportunities to celebrate cultural identity through libraries, community facilities, cultural programmes and wider engagement activities recognising the importance of this approach as an additional means of fostering greater understanding, integration and community cohesion across the borough.

In closing the debate, Councillor Butt (as Leader of the Council) reiterated the commitment already made to continue working alongside communities with the aim of improving outcomes and strengthening trust and, as part of this approach, again reminded members of the intention to review progress on delivery of the Framework annually in order to maintain accountability and monitor delivery against the commitments identified. The Council's existing investment in services supporting the Traveller community at Lynton Close was also recognised alongside the need to continue work in seeking to further improve access to services, accommodation provision and community support and emphasis placed on the importance in turning strategic commitments into practical action, with the annual reporting arrangements

viewed as an important mechanism for ensuring progress was achieved and outcomes delivered.

In welcoming the Gypsy, Roma and Traveller Community Framework as a strategic programme designed to improve inclusion, strengthen relationships with communities, enhance access to services, support the provision of safe and stable accommodation, celebrate cultural identity and establish a structured framework for ongoing engagement and accountability, Cabinet **RESOLVED** to approve Brent's new Gypsy, Roma and Traveller Framework and Action Plan 2026-2030 (as set out within Appendix A of the accompanying report).

8. Future Commissioning and Delivery Options for Best Start Family Hubs Support Services

Councillor Rubin (Cabinet Member for Children's Services, Employment & Climate Action) introduced a report from the Corporate Director Children, Young People & Community Development seeking approval to insource Best Start Family Hubs (BSFHs) support services, currently delivered by Barnardo's Services Limited, when the existing contractual arrangements come to an end in March 2027 in support of a more integrated, Council-led Family Hub and Early Help model from April 2027.

In presenting the report, Councillor Rubin began by outlining the basis on which the proposal to move towards an insourced support model had been developed, which had reflected the outcome of an in depth review of the different options available to deliver the service when the current contract expired at the start of April 2027. Members were advised these options had included approaches involving both re-tendering and insourcing the service, with the conclusion that the delivery of an in-house model would offer the best balance in terms of quality, accountability, integration and value for money. Although one of the considerations identified, the approach outlined was highlighted as not only focussed on value for money but also on strengthening the experience for families using the service and delivering a more integrated approach that would provide a better opportunity to provide seamless, holistic support for families. Highlighting the excellent work already being delivered through the Council's Family Hubs, it was felt the approach outlined would further enhance these efforts by delivering greater consistency and clearer accountability in terms of the way in which resources were targeted and allocated in a way that would not only enhance the connection between Family Hubs and other support services but also support the positive performance being delivered in engaging families, increasing family contact and supporting school readiness.

Having also recognised the importance of Best Start Family Hubs as community assets, given the role played in giving families a local place to access support across health, education, parenting and wider family needs, it was felt the proposed model also demonstrated the wider benefits associated with being able to insource service provision, where appropriate, in a way that would also deliver better integration, strong value for money whilst also serving the best needs for residents.

In considering the report, Cabinet welcomed the proposal to bring the Family Hubs service back in-house. Having noted the significant benefits associated with council-led service delivery, members were also keen to highlight that the approach reflected a growing recognition across local government that insourcing

represented an innovative, effective, and responsible use of public funds, with benefits extending beyond financial considerations to include improved service quality, greater flexibility, accountability, and long-term value for residents. Reference was made to wider evidence supporting insourcing as a pragmatic response to service delivery challenges, particularly where improvements in efficiency, performance, and cost effectiveness could be achieved.

In addition, members were keen to highlight the positive impact it was felt the proposal would have on the workforce delivering Family Hub services with the creation of high-quality council employment opportunities welcomed, particularly in relation to staff members living within the borough. In recognising the significant work and planning required to bring services back under direct council management, thanks were expressed to all those involved for their efforts in developing a model capable of delivering enhanced outcomes for residents.

Cabinet also highlighted the strategic importance of early intervention in supporting children and young people experiencing inequalities, vulnerabilities, and wider challenges with members also noting the key role played by the Family Hubs in providing preventative support and achieving further integration as a means of strengthening the ability to identify needs earlier and coordinate support more effectively. This was recognised as an approach that would not only improve outcomes for children and families but also reduce the need for more intensive and costly interventions, enhancing the provision of early support and access to mainstream education in order to achieve better long-term outcomes.

In support of the more integrated and coordinated service model outlined, members commended the approach in seeking to facilitate a more holistic response to residents needs, strengthen partnership working across services, and ensure support could be delivered in a joined-up and accessible manner with the emphasis on coordinated early intervention and integrated service delivery considered key to achieving improved outcomes for children, young people, and families across the borough.

In welcoming the proposal to bring Family Hub services back in-house, Cabinet **RESOLVED:**

- (1) To approve the insourcing of the majority of Best Start Family Hubs Support Services from 1 April 2027, creating a fully integrated Council-led Family Hub and Early Help model that strengthened accountability, consistency of practice, quality assurance, service integration and value for money.
- (2) To delegate authority to the Corporate Director of Children, Young People and Community Development, in consultation with the Cabinet Member for Children's Services, Employment and Climate Action, to take all necessary steps to implement the transition, including consultation, workforce arrangements, service mobilisation and any associated operational decisions required to ensure continuity of provision.

9. **Outcome of informal consultation on the amalgamation of Roe Green Infant School and Roe Green Junior School**

Councillor Rubin (Cabinet Member for Children's Services, Employment & Climate Action) introduced a report from the Corporate Director Children, Young People & Community Development providing a summary of the informal consultation undertaken between June and July 2026 on the proposal to amalgamate Roe Green Infant School and Roe Green Junior School as one primary school, including provision for nursery aged children, and recommending a move to formal consultation.

In presenting the report, Councillor Rubin advised members that approval was being sought to move to a formal consultation on the proposed amalgamation of Roe Green Infant and Junior Schools following the outcome of an informal consultation process. Highlighting the way in which the proposals had been designed to make the educational journey for both parents and children easier by bringing two schools that already shared the same building together and removing the need to go through a separate admission process when transitioning from Year 2 to Year 3 members were advised the approach outlined would automatically enable pupils to progress through the school from nursery or reception to Year 6. It was noted that the benefits of this approach, in terms of the greater continuity provided for children and in supporting the transition from infant to junior school, had also been reflected by parents and stakeholders in terms of the outcome from the informal consultation with 93.1% of those who responded expressing support for the amalgamation.

Reflecting on Roe Green's status as a popular and vibrant school, Councillor Rubin ended by commending the proposal to members as a means of seeking to build on the strengths identified and as a means of creating a more seamless educational journey whilst maximising use of available resources with officers also thanked for their support in developing the proposal.

Having noted the outcome of the informal consultation and approach outlined in seeking to create a more seamless educational journey, Cabinet **RESOLVED:**

- (1) To note the feedback received during informal consultation on the proposal to amalgamate Roe Green Infant and Roe Green Junior School.
- (2) To approve a period of formal consultation, through the publication of a statutory notice, on proposals to:
 - Close Roe Green Junior School.
 - Expand the age range of Roe Green Infant School to admit children aged between 3 – 11.
 - Change the name of Roe Green Infant School to Roe Green Primary School.

10. **Proposal to expand Phoenix Arch Special School on the Strathcona Site**

Councillor Rubin (Cabinet Member for Children's Services, Employment & Climate Action) introduced a report from the Corporate Director Children, Young People & Community Development providing a summary of the formal consultation undertaken between June and July 2026 on a proposal to expand Phoenix Arch

Special School by 50 places using the Strathcona site (Strathcona Road, Wembley, HA9 8QL) in response to increasing demand for specialist Special Educational Needs (SEND) provision across the borough and seeking approval to determine the statutory notice to expand the School through use of the Strathcona site in September 2027.

In presenting the report, Councillor Rubin began by reminding members of the new Administrations commitment to giving every child the best start possible in life and ensuring that children and young people could access the support they needed to thrive. In highlighting the increasing number of Educational Health Care Plans (EHCPs) across the borough and national, it was pointed out that Brent currently had over 4,000 children and young people with an EHCP, which represented a 10% increase in one year and was felt to demonstrate the importance of the proposed investment in seeking to respond to the demand whilst providing high-quality SEND provision in the borough. At the same time, members were also reminded of the number of children being placed in independent special schools and maintained special schools outside the borough with the increased capacity proposed through the expansion of Phoenix Arch School supporting children and their families to access high-quality education closer to home and improving their experience by avoiding the need to travel long distances.

Members were also advised of the financial case in support of the proposal, with independent special school placements costing on average £58,000 per place when compared with £37,000 for an in-borough school place. Once fully operational, it was therefore anticipated that the expansion would deliver around £1.5m in annual cost avoidance, helping to reduce pressure on the High Needs budget. The proposal was also highlighted as providing an important contribution to the government's wider SEND reforms, which had also recognised the need to expand specialist provision and ensure that children could access the right support at the right time and in the right way. In thanking all officers involved for their support in developing the proposals, Councillor Rubin ended by outlining what he felt to be the advantages of the expanded provision in terms of not only building capacity locally but investing in places that would meet specific need and ensure children were able to access specialist education closer to home, enabling them to learn, grow and build relationships within their own community, and with the specialist support they needed to thrive.

In considering the report, Cabinet welcomed the proposals noting the way in which they would not only contribute towards the wider SEND Capital Programme but also in terms of the ambitious and forward-thinking approach they were felt to represent in seeking to address the shortage of specialist SEND placements within the borough given the significant demand for additional SEND provision. Members were also keen to highlight and commend the role of Phoenix Arch Special School in delivering the provision, recognising the benefits of retaining the school within the community sector and ensuring that local democratic accountability remained at the heart of education provision alongside the advantages in the terms and conditions available for staff.

Members further welcomed the basis of the investment outlined in seeking to improve opportunities for children and families, noting the Council's commitment to promoting equity and addressing disadvantage with the development of enhanced SEND facilities highlighted as a practical demonstration of the Council's

commitment to supporting vulnerable children and their families. In addition, the opportunity was also taken to recognise the benefits associated with bringing the Strathcona site back into public use as an approach designed to ensure effective use of public assets whilst also creating additional educational capacity within the borough in a way that would enable those families and children requiring specialist educational provision to access it closer to home.

In closing the debate, thanks were extended to Phoenix Arch Special School and officers for their work in developing the proposals and their commitment to ensuring that the needs of children with SEND continued to be met as close to home as possible with the primary focus to improve outcomes for those children and their families requiring high-quality specialist educational provision within the borough.

In support of the proposals as an important element of the wider SEND Capital Programme designed to increase specialist educational capacity, improve local access to SEND provision, enhance support for children and families, make effective use of public assets, and ensure that children with additional needs were able to receive appropriate support closer to home, Cabinet **RESOLVED**:

- (1) To note the responses received during formal consultation on the proposal to expand Phoenix Arch Special School.
- (2) To approve the expansion of Phoenix Arch Special School by 50 places utilising the Strathcona site from September 2027.

11. Delivering Brent's 2024-2028 EDI Ambitions: Two Years On

Councillor Grahl (Deputy Leader and Cabinet Member for Finance & Resources) introduced a report from the Chief Executive setting out the progress made in delivering the Equality, Diversity & Inclusion (EDI) Strategy, Anti-Racism Action Plan and EDI Board priorities during Year 2 and also in support of the Council's obligation under the Public Sector Equality Duty to publish annual information demonstrating how we are complying with the equality duty.

Introducing the report, Councillor Grahl began by advising members that the update marked the halfway point of Brent's 2024 -28 EDI strategy and was designed to set out the progress made as well as provide a focus on future actions. Highlighting the extent of activity and progress to date, reference was made, as examples, to the improved access to interpretation and translation, work to tackle digital exclusion, support for numerous community-led projects and way in which the Council had sought to strengthen the use of equality data to better understand the experiences of residents. In addition, the work undertaken across the Council as an organisation was also highlighted with more than 700 employees having completed anti - racism and inclusive practises training alongside the use of workforce data and dashboards to enhance understanding in terms of inequalities in recruitment, progression, representation and pay, recognising the workforce in Brent as one of the most diverse in the country and need to ensure progress was designed to actively challenge inequality and the wider issues highlighted.

The opportunity was also taken to highlight the significant progress being made and ongoing focus of the strategy in relation to developing opportunities for residents, particularly in the area of jobs and skills, recognising the Government's emphasis

on the importance in expanding supported internships and strengthening the pathways from education into employment, including for young people with SEND. As such the strategy was also commended for reinforcing the need to ensure young people were given the right opportunities to move into meaningful and sustainable work and the opportunity provided for Brent to lead by example in seeking to encourage and support the provision of inclusive employment opportunities for young people using all available levers not only as an employer but also partner and in terms of procurement. Given these objectives, members were therefore advised of the ongoing focus within the Strategy in delivery of measurable improvements and outcomes for residents designed to ensure residents and staff alike had the opportunity to fulfil their potential whilst also feeling empowered to make a difference across all communities within the borough.

Recognising the challenging and complex nature of the work in seeking to address inequalities, thanks were extended to all those involved in development and delivery of the Strategy for the progress made to date and for the level of knowledge and commitment demonstrated in seeking to ensure the interests and challenges being experienced across the range of diverse communities within Brent were fully represented and embedded in the work being undertaken across the Council.

In commending the progress made and ongoing level of commitment within the Strategy members, in considering the report were also keen to recognise the compliance in relation to the Council's public sector equality duty requirements as well as wider focus on equity and inclusion across all communities. Highlighting the ongoing commitment to ensure everyone had the opportunity to succeed and to provide the support and level of services required to prevent any community being left behind Cabinet **RESOLVED**:

- (1) To endorse the progress made in Year 2 of the EDI Strategy 2024-2028, Anti-Racism Action Plan, and EDI Board priorities.
- (2) To agree that the information in the accompanying report be turned into public-facing communications materials highlighting Year 2 achievements.

12. **Treasury Management Outturn Report 2025-26**

Councillor Grahl (as Deputy Leader and Cabinet Member for Finance & Resources) introduced a report from the Corporate Director Finance & Resources presenting the outturn for the Council's Treasury Management activities 2025-26, in accordance with the Local Authorities (Capital Financing and Accounting) Regulations 2003.

In presenting the report, Councillor Grahl began by reminding members of the importance of effective treasury management in delivery of the Council's priorities as a means of enabling continued to invest in Brent undertaken in a financially responsible way. Highlighting the ongoing challenges in terms of the wider economic background and context in relation to the current outturn position which included continuing economic volatility and challenges arising as a result of ongoing global geo-political tensions, members were advised of the approach being taken in seeking to manage the Council's finances as responsibly as possible and in accordance with agreed borrowing limits and the Treasury Management Strategy

and Prudential Indicators. In recognising the importance of the Treasury Management function in managing and planning for the level of funding required to support the Council's activities, services and affordability of the capital programme members noted that the activity looked to optimise the effect of borrowing costs and investment income whilst managing the associated risks enabling ongoing investment in key priorities such as the delivery of new and affordable housing, SEND provision, local infrastructure and other assets designed to deliver long term benefit for residents across the borough. During 2025-26 it was noted this had enabled the Council to deliver £209.6m of capital expenditure based on a prudent approach towards the financing of that investment using a "little and often" approach to borrowing, allowing the Council more flexibility in being able to respond to changes in interest rates, manage costs and reduce exposure to risk. This balance was recognised as important given the ambition to continue investing in homes, schools and infrastructure whilst also making sure the decisions being taken were affordable and sustainable.

Highlighting the practical benefits and outcomes of this approach for residents and on a wider basis in reducing reliance on the private sector and helping to manage costs moving forward, the opportunity was also taken to thank officers for their professionalism and diligence in support of the work being undertaken to deliver the Council's ambitions and management of the Council's Treasury Management activity.

In commending what members felt to be Brent's prudent financial stewardship the commitment made in seeking to ensure the Council continued to borrow in as sustainable a way as possible to deliver on key infrastructure projects and ambition without compromising the longer term stability of the debt portfolio and to ensure its investment portfolio remained as diversified as possible was also recognised given the continued nature of pressures faced.

Having considered the report Cabinet therefore **RESOLVED:**

- (1) To note the overall financial performance for 2025 - 26, as set out within the report.
- (2) To approve submission of the report to Full Council for approval in accordance with the Chartered Institute of Public Finance and Accountancy's Treasury Management in the Public Services: Code of Practice.

13. **Exclusion of Press and Public**

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

14. **Any other urgent business**

There were no items of urgent business.

The meeting ended at 10.45 am

COUNCILLOR MUHAMMED BUTT
Chair

	Cabinet Report 12 October 2026
	Report from the Corporate Director, Neighbourhoods and Regeneration
	Lead Member - Cabinet for Regeneration & Planning (Councillor Matt Kelcher)
Authority to award contract for Single Delivery Partner, South Kilburn Regeneration	
Wards Affected:	Kilburn, Queen's Park
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)	Part Exempt - Appendix 1 (Scores of the bidders) is not for publication as it contains the following category of exempt information as specified in Paragraph 3, Schedule 12A of the Local Government Act 1972, namely: "Information relating to the financial or business affairs of any particular person (including the authority holding that information)".
List of Appendices:	Two Appendix 1(Exempt): Scores of the bidders Appendix 2 Legal Considerations
Background Papers:	None
Contact Officer(s): (Name, Title, Contact Details)	Archika Kumar, Head of Estates Regeneration Archika.kumar@brent.gov.uk

1. Executive Summary

- 1.1. Since the early 2000s, the council in line with the vision and objectives developed with the community, has led the regeneration of South Kilburn in partnership with individual house builders and registered social housing providers. Thus far the programme has delivered (including under construction) a total of 1,954 homes including 1,239 (63%) social rent homes. In line with the South Kilburn Promise 933 South Kilburn tenants have moved into modern, comfortable, spacious, well insulated and award-winning homes that meets their housing needs. 225 tenants are currently remaining to be rehoused, 120 of which are being rehoused at NWCC, Peel, C&G and in new and existing council homes across the borough.

- 1.2. Significant investment has been made in delivering amenities and social infrastructure including a medical centre, pharmacy, affordable workspace studios. A purpose-built community facility including an enterprise hub, nursery, family wellbeing centre, community halls, community kitchen and café is being built at Granville and Carlton Centres. Sustained investment in public realm including tree planting, landscaped courtyards, pocket parks and play areas has been made across the redeveloped sites in the neighbourhood. These amenities and infrastructure are having a profound impact on community life and has been transforming the South Kilburn neighbourhood.
- 1.3. In a small number of developments however residents have experienced build quality issues. Elsewhere multiplicity of landlords arising from the current site by site development model has resulted in the inconsistent and variable standards of management and maintenance of their homes and the public realm. This inconsistent approach has also restricted the full placemaking potential and social value impact of a comprehensive regeneration programme. The community is also experiencing noise, dust, traffic disruption and increased anti-social behaviour, the inevitable consequences of large-scale, long-term regeneration and construction programmes. This experience has been exacerbated due to programme delays arising from viability challenges and tough economic conditions.
- 1.4. Cabinet in October 2024 approved the commencement of the procurement of a Single Delivery Partner on the basis that delivery through partnership with a single partner, rather than delivery on a site-by-site basis, will promote a long-term approach to regeneration and facilitate a co-ordinated, holistic and altogether much better managed, maintained, vibrant and thriving neighbourhood. It will facilitate delivery of a place with a distinct identity and character and delivery of comprehensive social and economic benefits for and in collaboration with the community. A long-term partnership will also ensure affordability and viability of the programme and deliver the remainder of the South Kilburn programme at pace.
- 1.5. Officers have now concluded the procurement exercise and evaluated the final tenders submitted by the three short-listed bidders and identified Ballymore Limited as the preferred bidder, who scored the highest overall across the 16 evaluation criteria which were shaped by the community's experiences and priorities and noted by Cabinet in October 2024.
- 1.6. These priorities are
 - Delivering high-quality affordable housing.
 - Co-ordinated approach to management and maintenance of the neighbourhood.
 - Delivering at pace and managing a neighbourhood in transition.

- Delivering social and public infrastructure and creating a place with a distinct identity and character.
- Delivering social and economic regeneration.
- Community collaboration and participation.
- Affordable and deliverable programme.

1.7. These priorities formed the basis of the four key areas of vision, each with their defined objectives for the remainder of the South Kilburn Regeneration Programme.

Vision and Objective of the South Kilburn Regeneration programme	
<i>Empowered Community</i> • Develop a social value strategy rooted in a responsive, iterative understanding of local needs and priorities - designing initiatives, tracking progress, and measuring impact to ensure meaningful outcomes and long-term neighbourhood transformation. • Build community capacity and grow community wealth to create the conditions for active participation, and ensure an empowered community is embedded as the lasting legacy.	<i>Resilient Partnership</i> • Establish a resilient and equal delivery partnership with Brent, underpinned by aligned values, shared vision, and joint commitment to realising South Kilburn's full potential. • Ensure meaningful community partnership and collaboration in the delivery of regeneration, supporting South Kilburn as a neighbourhood in transition.
<i>Brilliant Place</i> • Deliver a thriving, distinctive neighbourhood that reflects South Kilburn's diversity and creativity - continuing established standards for high-quality, robustly built mixed-tenure homes including affordable homes, alongside public spaces and a mix of uses that support civic life, enterprise, culture and wellbeing. • Create a coherent and connected urban environment that reinforces local identity, encourages social interaction, and ensures all residents feel safe, proud, and rooted in a neighbourhood they have helped to shape.	<i>Value Creation</i> • Maximise value creation opportunities to support a financially viable, commercially successful and deliverable regeneration programme. • Generate long-term economic, social and environmental returns through investment in placemaking, unified estate management and long-term stewardship.

- 1.8. The procurement was designed to ensure that the community's priorities, including good design, high build quality, effective long-term management and maintenance, and high-quality placemaking and public realm, will be realised at pace, while minimising the impact of construction on existing residents, delay and uncertainty. The final tender responses of Ballymore Limited convincingly demonstrate that they will deliver the Council's vision and ambition and the community's priorities for South Kilburn through an effective long-term partnership.
- 1.9. The final tender responses of Ballymore Limited, their approach and commitments to aspects such as placemaking, social value, estate management will be secured through a robust suite of contractual and legal agreements, which will be monitored and managed through the governance processes established with the council and the community.
- 1.10. This report recommends Cabinet to approve the award of contract for a Single Delivery Partner to Ballymore Limited subject to satisfactory finalisation of contract terms and conclusion of the preferred bidder stage of the procurement exercise.
- 1.11. During the preferred bidder stage, officers will regularly report progress and invite input from senior officers and members through regeneration and capital programme board meetings, member briefings and programme specific sessions as required.

2. Recommendation(s)

That Cabinet:

- 2.1. Notes the procurement process undertaken to appoint a preferred bidder for the procurement of a Single Delivery partner.
- 2.2. Approves awarding the contract to Ballymore Limited subject to satisfactory finalisation of contract terms and conclusion of the preferred bidder stage of the procurement exercise.
- 2.3. Delegates authority to the Corporate Director, Neighbourhoods and Regeneration in consultation with the Leader of the Council and Cabinet Member for Regeneration Planning and Growth to finalise all the relevant aspects of legal and commercial agreements and enter into the contract with Bidder A as required by Contract Standing Order 88 following satisfactory completion of the preferred bidder stage.

3. Detail

3.1. Cabinet Member Foreword

- 3.1.1. As the Cabinet Member for Regeneration Planning and Growth, I am pleased to endorse the recommendations of this report leading to the appointment of

Ballymore Limited as the Single Delivery Partner to deliver the remainder of the South Kilburn Regeneration Programme.

- 3.1.2. The South Kilburn estate regeneration programme is one of the most important projects we are currently working on, delivering modern and sustainable homes and improving the physical and social infrastructure for the community.
- 3.1.3. Over the last twelve years serving as a Councillor, I have seen first-hand the huge value that regeneration can generate when it is done well, it can create opportunities and improve life chances for local people. The appointment of the Single Delivery Partner marks the beginning of the next phase of regeneration, putting individuals, families and existing communities at the heart of the change. I am determined that we deliver for residents, not just quality homes, but a genuine transformation of South Kilburn, a neighbourhood that people are proud to call home. I am looking forward to working with the community and the delivery partner in shaping and delivering this vision for South Kilburn.
- 3.1.4. The programme is a key component in supporting Brent's strategic priorities, as outlined in the Borough and Local Plans. It directly addresses local housing needs and contributes to sustainable growth, economic stability, and community well-being.
- 3.1.5. Several key strategic policies are relevant to the programme and are essential to Brent Council's approach to regeneration, housing, sustainability, and community development. By appointing a Single Delivery Partner, Brent Council ensures a streamlined approach to meeting its strategic goals. This mitigates project delays and inconsistent delivery, ensuring the regeneration achieves its full potential for the South Kilburn community.
- i. **Prosperity and Stability in Brent (Borough Plan priority):** The Borough Plan focuses on reducing poverty and improving access to services and employment opportunities in Brent. The South Kilburn Regeneration Programme will deliver affordable homes, commercial uses, community facilities, and workspaces to foster economic growth in the area. Procuring a Single Delivery Partner will streamline project delivery, ensuring consistent quality and pace across all regeneration phases and preventing delays and delivering economic benefits to the community.
 - ii. **A Cleaner, Greener Future (Borough Plan priority):** The programme supports the move towards carbon neutrality through a district energy network, sustainable development resilient to the impacts of extreme weather, energy-efficient homes and improved green infrastructure. The Single Delivery Partner will ensure coordinated and sustainable building practices to reduce energy use and improve waste management.
 - iii. **Thriving Communities (Borough Plan priority):** The programme aims to provide the community with improved housing, community facilities, and public spaces in line with the Borough Plan's vision.

- iv. **A Healthier Brent (Borough Plan priority):** The Borough Plan aims to address health inequalities and promote wellbeing in the community by providing new medical facilities and open spaces that encourage physical activity. Single Delivery Partner will ensure a unified approach to delivering well designed and well-equipped open spaces to promote health and well-being.
- v. **Good Growth and Inclusive Development (Local Plan Priority):** Brent's Local Plan 2019-2041 emphasises sustainable growth and inclusive development, focusing on delivering affordable housing and balanced communities. The South Kilburn regeneration aligns with these goals by creating a mix of market and affordable homes including social rent housing. A Single Delivery Partner will facilitate better management and timely delivery of affordable housing. This mitigates risks associated with having multiple developers and differing estate management strategies.
- vi. **Housing and Infrastructure (Local Plan Priority):** Increasing affordable and quality housing supply is central to the Local Plan. The regeneration's affordable housing targets, including social rent homes, directly support this priority. Working with a Single Delivery Partner allows the council to maintain a clear focus on maximising housing provision, address viability constraints, streamline construction timelines, across all regeneration phases. This reduces the risks of fragmented delivery and ensures efficient infrastructure integration, such as roads and utilities. The Single Delivery Partner model will provide a significant number of new homes across tenures, contributing to meeting Brent's housing need.
- vii. **Brent Climate and Ecological Emergency Strategy (2021):** In 2019 Brent declared a Climate and Ecological Emergency and pledged to take all reasonable steps to achieve carbon neutrality in the borough by 2030. Practices such as holistically sustainable building practices and creating improved green infrastructure and a well-connected public realm are integral to the South Kilburn regeneration project. A Single Delivery Partner will ensure that environmental sustainability goals are consistently applied. This approach will prevent the varied sustainability standards seen in earlier phases, ensuring all new developments meet the Council's stringent carbon reduction targets and wider environmental ambitions.
- viii. **Brent Health and Wellbeing Strategy (2022-2027):** This strategy aims to reduce health inequalities and improve the wellbeing of Brent's residents by providing access to health services, creating healthy living environments, and promoting active lifestyles. A Single Delivery Partner will ensure the delivery of comprehensive range of facilities, such as gyms and open spaces, thus effectively supporting the Borough's health priorities than a multi-partner approach.
- ix. **Brent Housing Strategy (2019-2024):** Brent's Housing Strategy focuses on delivering more affordable homes, improving housing quality, and ensuring sustainable development. It emphasises mixed-tenure

developments, reducing homelessness, and improving residents' quality of life. The Single Delivery Partner model will streamline the construction process, ensuring consistent housing quality and delivery timelines across the regeneration project, helping Brent meet its housing targets.

- x. **Brent Inclusive Growth Strategy (2021-2025):** A single delivery partner will enhance the regeneration's social value impact by ensuring that employment, training opportunities, and apprenticeships are delivered uniformly across all phases. This will provide more reliable opportunities for residents to benefit from the project, which aligns with Brent's strategy to ensure that growth benefits all residents by creating jobs, improving infrastructure, and fostering inclusive development.
- xi. **Brent Corporate Procurement Strategy (2020-2024):** Appointing a Single Delivery Partner has enabled a more focused and strategic procurement process. This approach will ensure Single Delivery Partner and their supply chain comply with Brent's social value and sustainability commitments and guarantees the consistent application of ethical standards across the project.
- xii. **Brent Social Value and Ethical Procurement Policy:** A Single Delivery Partner will ensure that social value is embedded throughout the regeneration, with a unified approach to local hiring, skills development, and environmental stewardship. This streamlined approach eliminates the complexities of managing multiple developers with differing levels of commitment to these important goals.

4. Background

4.1. Procurement process for appointing a Single Delivery Partner

4.1.1. In October 2024, Cabinet approved the procurement of a Single Delivery Partner with whom the council can align its vision and enter into a long-term partnership, as the most appropriate route to delivering the remainder of the South Kilburn Programme, rather than continuing delivery on a site-by-site basis. The Cabinet delegated authority to officers in consultation with members to evaluate these tenders based on pre-tender considerations.

4.1.2. The tender process was conducted using the competitive flexible procedure with two principal stages prior to the Call for Final Tenders:

- *Initial Tender Stage (June 2025-October 2025)* – An Invitation to Submit Initial tender was published on the London Tenders Portal on 30 June 2025. Interested parties were required to respond to tender questions setting out their approach to the four areas of vision and programme objectives supported by case studies and demonstration of their ability and experience alongside their financial capacity and economic standing. Five bidders were longlisted from the eight interested parties who responded. Three from the five longlisted bidders were shortlisted through an interview process.

- *Detailed Tender Stage (October 2025 – April 2026)* – An Invitation to Submit detailed tenders was issued to the three shortlisted bidders on 24 October 2025. This stage included several dialogue meetings between the three shortlisted bidders and council officers, their consultant advisors and members of the Resident panel to develop and discuss their emerging proposals.

4.1.3. Following conclusion of these meetings, Call for Final tenders was issued to the bidders on 27th March 2026.

4.1.4. The final tender responses were submitted by all three shortlisted bidders on the 27th of April 2026. These responses were assessed and evaluated by a panel of evaluators in accordance with the Invitation to Submit Final Tenders and the Call for Final Tenders. The panels included council officers, consultants and members of the South Kilburn Resident panel. The scores of the three bidders were finalised following moderation sessions between panellists for each criterion. The process of evaluation and moderation ran from May 2026 - September 2026. Refer to appendix 1 for scores of the three bidders.

4.1.5. The preferred bidder scored the highest overall score across the 16 criteria.

Evaluation Criteria overview		
Programme Vision	Criteria	Weighting
Brilliant Places (30.0%)	01 – Placemaking Approach	12.5%
	02 - Design, Build Quality & Climate Action	5.0%
	03 - Immediate Impact & Meanwhile Use Strategy	2.5%
	04 - Programme Wide Residential Approach	5.0%
	05 - Estate Management & Stewardship	5.0%
Empowered Communities (10.0%)	06 - 10 Year Overarching South Kilburn Social Value Strategy	5.0%
	07 - First 24 Months - South Kilburn Social Value Action Plan	5.0%
Resilient Partnerships (30.0%)	08 - Team, Partnership Commitments & Governance	5.0%
	09 - Programme Wide Delivery Approach	10.0%
	10 - Hereford & Exeter Delivery Approach	5.0%
	11 - Contractual Arrangements	10.0%
Value Creation (30.0%)	12 - Optimising Land Value	15.0%
	13 - Private Sale Profit Margin	5.0%
	14 - Funding	2.5%
	15 - H&E Land Offer	5.0%
	16 - Overage	2.5%
100%		100%

4.2. Achieving the Vision and Objectives of South Kilburn Regeneration Programme

4.2.1. The overarching vision for South Kilburn is to complete its transformation

into a thriving, resilient and inclusive urban neighbourhood rooted in the strength of its existing community. The preferred bidder's response to criteria relating to Brilliant Places is based on an understanding of the Programme's vision and objectives including the community's ambition for regeneration. The response includes the following:

- their approach to placemaking supported by specific commitments, standards and delivery mechanisms to practically deliver a coherent, integrated sustainable and high-quality South Kilburn neighbourhood with a distinct identity.
- their street activation strategy including culture, leisure, retail, community and workspace uses supported by commitments to affordability, creating opportunities, supporting enterprise and community-capacity building.
- their proposals for a network of streets and open spaces which is well managed, climate-resilient, supporting biodiversity, active travel, play and inclusive community life.
- their commitment to adoption of design standards and design approach that positively affects health, well-being, comfort and convenience of living in South Kilburn.
- their processes and protocols for designing, commissioning, monitoring and evaluating robust and durable build quality and building performance and their commitment to the highest level of aftercare and resident satisfaction.
- their approach and commitment to environmental sustainability, climate resilience and adaptation.
- their strategy for meanwhile uses which effectively manages a neighbourhood in transition and delivers visible, tangible social and economic benefits for residents from the outset including how this will contribute to the long-term placemaking of South Kilburn.
- their approach to providing a full range of residential tenures - private and affordable to create a mixed, inclusive and resilient community; including their approach to delivering 50% affordable housing across the masterplan.
- their approach to long-term, unified estate management and stewardship for South Kilburn, in coordination with the earlier phases including their proposals for resident and tenant/occupier involvement in future management, including governance structures, participation models and routes for community voice in decision-making.

4.2.2. The appointment of a Single Delivery Partner to deliver redevelopment of the remaining sites at South Kilburn including delivery of over 1,600 homes across a 10-15 year period presents a significant opportunity to deliver long-term

transformational impact for local people in the community through a comprehensive programme of social value initiatives. The preferred bidder's proposals for delivery of social value in response to criteria relating to Empowered Communities is based on their understanding of South Kilburn community's needs, aspiration and ambition for the regeneration. The response includes the following:

- their 10 year social value strategy alongside a social value action plan for the first two years addressing identified areas of need of the South Kilburn community including Young people, Cost of living crisis, Community capacity building, Community voice and Climate emergency.
- their suggested list of activities, initiatives and events, commitment to resources and demonstration of their skills and expertise alongside their approach to working with the network of South Kilburn VCSE, the council and other institutional and statutory service providers in a complementary manner to address each area of need.
- their suggested mechanisms to measure demonstrable impact through KPIs, quantitative proxies and qualitative assessment to provide a rigorous, professional, transparent and evidence-based reporting framework to measure, monitor and report delivery impact.
- their suggested governance structure to oversee the delivery of social value and how they will ensure a "review, refine and revise" approach to understanding local needs, designing initiatives, monitoring progress and measuring impact.

4.2.3. Critical to successful delivery of the remainder of South Kilburn regeneration is a lasting and fruitful partnership between the council and the Single Delivery Partner; with clarity of purpose, priorities and alignment of objectives at the outset. The preferred bidder's response to criteria relating Resilient Partnerships sets out:

- their approach to working with the Council, including resourcing levels, relevant skills and expertise of the project team and key consultants.
- their suggested Partnership Charter to establishing a long-term and successful partnership, covering areas of behaviour, governance, roles and responsibility, partner performance and continuous improvement.
- their overarching delivery approach including phasing and construction programme; distribution and delivery of affordable housing including rehousing of the existing tenants of South Kilburn.
- their approach to safeguarding design and build quality alongside cost management and delivering value for money.
- their detailed planning and construction programme for Hereford and Exeter as the first site to come forward for development.

4.2.4. Optimising the land value of the SDP Sites, to secure the best achievable value for the Council from its investment in the regeneration of South Kilburn alongside supporting a financially viable, commercially successful and deliverable regeneration programme is an important success factor. The preferred bidder's response sets out their approach to value creation including

- the Threshold Land Value for each of the SDP sites payable to the council, the basis upon which this figure has been arrived at and their approach to how the value has been optimised.
- their approach to risk management to protect the land value and their financial delivery attributes.
- their funding strategy and funding commitments for the delivery of the programme.
- their overage proposals, i.e. the basis upon which any additional profit realised will be shared with the council.
- confirmed land value for Hereford and Exeter.

4.2.5. The responses of the preferred bidder as set out above including their approach and commitments will be secured through a robust suite of contractual and legal agreements, which will be monitored and managed through the governance processes established with the Council and the community.

4.2.6. Salient points of the legal agreement and commercial structure are as follows:

- A Partnering Agreement ('PA') governing the overarching partnership - where the SDP is responsible for leading on design, delivery and funding of the redevelopment of the sites including delivery of programme wide meanwhile use and social value strategy, and the Council is responsible for managing the decant of existing tenants and securing vacant possession of the sites.
- Site Development Agreement(s) ('SDA') governing the development of each site. Drawdown of each site is subject to Site-Specific gateway at Partnering Agreement level such as the land value test and council approved delivery strategy, followed by satisfying pre-conditions such as detailed planning consent at the Site Development Agreement level.
- Hereford & Exeter to come forward first among the seven SDP sites. Council and SDP to enter into the Partnering Agreement and H&E SDA simultaneously.
- Construction and sales risk to be transferred to the Single Delivery Partner following Site Development Agreement going unconditional at which point the final land value of the site due to the Council to be agreed.

- Default and termination provisions alongside KPIs provide meaningful contractual leverage affording protection to the Council, against matters such as poor performance, failure to meet key milestones such as Start on Site and Practical completion, failure to comply with material terms of the contract, instances of insolvency and activities bringing disrepute to the council etc.

4.2.7. The preferred bidder's responses in relation to contractual arrangements maintains the balance of risk and ensures the Council maintains control of the delivery of the key priorities including delivery of high-quality affordable housing, build quality, pace of delivery etc.

4.3. Preferred bidder stage

4.3.1. Following approval of this report the Council will enter into the preferred bidder ("PB") stage prior to finalising the contract, to clarify and confirm tender commitments and some limited post tender negotiation of final contracts.

5. Stakeholder and ward member consultation and engagement

5.1. Engagement and consultation have been undertaken with the Leader, Portfolio Holder on a regular basis through briefings. An all-member briefing including the ward councillors, has been held. Individual enquiries raised by ward councillors have been addressed. South Kilburn resident panel members have been involved in the dialogue sessions and the evaluation of the bids.

6. Financial Considerations

6.1. The procurement documents required the bidders to set a threshold land value (TLV) covering all 7 SDP sites. This is the minimum total land value that the bidder has committed to across the SDP programme. The TLV does not represent the total value that Brent will receive because this will be calculated on an open book basis at the point of drawdown of each site. The exception is Hereford and Exeter, the first of the SDP sites, as the procurement required a fixed price. Brent is also set to secure Section 106 obligations and contributions and receive Community Infrastructure Levy (CIL) from the developments.

6.2. The land receipts relate to the long lease of a land asset so will be treated as capital receipts. These receipts will be used to cover costs incurred so far on the SDP sites and future costs including leaseholder buybacks.

7. Legal Considerations

7.1. The legal documentation to be entered into with the Single Delivery Partner ("SDP"). The legal documentation provides that the SDP takes construction risk, the risk for the sale of the private homes and planning risk. The Partnering Agreement sets out various gateways that the SDP must satisfy before being in a position to enter into a site-specific development agreement. Approval is sought to enter into:

7.1.1. The Partnering Agreement; and

7.1.2. The Site Development Agreement relating to Hereford and Exeter;

In October 2024, Cabinet approved invitation of tenders in respect of the procurement of a Single Delivery Partner to deliver the remainder of the South Kilburn Regeneration programme. Cabinet also delegated authority to negotiate all the relevant aspects of all legal and commercial agreements leading to the appointment of the preferred Single Delivery Partner to the Corporate Director Neighbourhood and Regeneration in consultation with the Leader and Cabinet Member Regeneration Planning and Growth. Based on the information set out in this report, the procurement will now progress to the preferred bidder stage, which requires the finalisation of the legal and commercial agreements in accordance with the delegation granted by Cabinet to the Corporate Director Neighbourhood and Regeneration, in consultation with the Leader and Cabinet Member for Regeneration Planning and Growth. In accordance with the requirements of the Procurement Act 2023 and the Council's Contract Procedure Rules the Council will, following the obligatory call-in period, issue assessment summaries to all bidders as part of which all unsuccessful tenderers will be notified of the outcome and provided with a summary of the Council's evaluation of their bid. A contract award notice will thereafter be published in accordance with the Council's obligations under the Procurement Act 2023, which will trigger an eight working days mandatory standstill period before the Council can enter into the contracts with the successful bidder.

- 7.2. Officers are seeking the approval of Cabinet to enter into both the Partnering Agreement and the Site Development Agreement relating to Hereford and Exeter (together with any necessary ancillary documents) with the preferred bidder and to delegate authority to do so to the Corporate Director Neighbourhood and Regeneration in consultation with the Leader and Cabinet Member for Regeneration Planning and Growth.
- 7.3. All of the legal considerations which were identified in the report to the Cabinet of October 2024 have been and for the most part continue to be applicable. For convenience an updated set of these considerations are set out in Appendix 2.

8. Equity, Diversity & Inclusion (EDI) Considerations

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

- 8.2. The appointment of a Single Delivery Partner will promote a long-term view and a 'partnership' arrangement based on a 'portfolio of sites' which will facilitate a co-ordinated, holistic and altogether much better management and maintenance of the neighbourhood, delivery of a place with a distinct identity and character and delivery of comprehensive set of social and economic benefits for and in collaboration with the community. Overall, it will have a significant positive impact on the opportunity afforded to those who share a protected characteristic. The Equality Impact Assessment of the South Kilburn Regeneration programme will be updated to reflect the proposals of the preferred bidder prior to awarding contract to the Single Delivery Partner.

9. Climate Change and Environmental Considerations

- 9.1. Brent Council's commitment to addressing the climate and ecological emergency is central to the South Kilburn regeneration project. South Kilburn is a designated Green Neighbourhood, and therefore the procurement of a Single Delivery Partner is a strategic move that will embed carbon reduction, climate resilience, and holistic environmental best practices throughout the remaining phases of the programme. The SDP will play a crucial role in co-ordinating and implementing these measures, integrating them into the project from the outset.
- 9.2. The SDP must comply with a comprehensive set of environmental policies, from the Local Plan, the London Plan and the Climate and Ecological Emergency Strategy.

10. Human Resources/Property Considerations (if appropriate)

- 10.1. The Partnership with the SDP will be managed by the existing Estate Regeneration team.

11. Communication Considerations

- 11.1. Ongoing communications with residents on the progress of the programme will continue.

Related document(s) for reference:

[Cabinet Report – Authority to Tender for a Single Delivery Partner \(14 October 2024\)](#)

[Officer Key Decision - Pre-tender considerations for the procurement of a Single Delivery Partner \(SDP\) to deliver the remainder of the South Kilburn Regeneration Programme \(19 June 2025\)](#)

Report sign off:

Jehan Weerasinghe

Corporate Director of Neighbourhoods and Regeneration

Legal considerations provided by:

Nadeem Khan

Finance considerations provided by:

Oliver Simms

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

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Appendix 2 - Legal considerations which were identified in the report to the Cabinet of October 2024 and remain applicable.

- 7.4. The procurement exercise continues to be undertaken pursuant to the Procurement Act 2023 (PA 2023).
- 7.5. The procurement is subject to the Council's own Standing Orders and Financial Regulations in respect of High Value Contracts. For High Value Contracts, Cabinet approval was obtained in October 2024 to invite tenders in accordance with Standing Order 88. Under Standing Order 89 Cabinet delegated the approval of the pre-tender considerations to the Corporate Director, Neighbourhoods and Regeneration in consultation with the Leader of the Council and Cabinet Member for Regeneration Planning and Growth is sought to approve pre-tender considerations, including the selection of the most appropriate procurement process and this delegation has been exercised.
- 7.6. As committed to in October 2024, this report to Cabinet explains the process undertaken in tendering the Contract and recommending award.
- 7.7. The council must first obtain the permission of the Secretary of State prior to any appropriation of the council land for housing purposes. This consent is given under section 19 Local Government Act 1985. As a consequence of this consent and after appropriation has taken place the council land is no longer held for the purposes of Part II of the Housing Act 1985 and does not need to be accounted for within the Housing Revenue Account.
- 7.8. s.122 of the Local Government Act 1972 allows the council to appropriate council land for planning purposes. In considering whether or not the council owned land within the sites to be appropriated for planning purposes, thereafter, engaging the powers conferred by section 203 of the Housing and Planning Act 2016, the Corporate Director of Neighbourhoods and Regeneration, in consultation with the Cabinet Member for Regeneration Planning and Growth, to consider:
- Whether the land which is to be appropriated is already owned by the council (this is a prerequisite to appropriation);
 - Whether the land which is to be appropriated is no longer required by the council for the purposes it is currently held (this is a prerequisite to appropriation);
 - Whether the purposes for which the council would be appropriating the land is a purpose authorised by Statute (in the case of land to be appropriated for planning purposes, the relevant purposes would be authorised by sections 226 and 227 of the Town and Country Planning Act 1990;
 - Whether the proposed redevelopment of the relevant sites would be in the public interest. There is a compelling case in the public interest to appropriate the sites for planning purposes as developing the sites would serve the public interest by providing new and improved housing and

accordingly, such development outweighs the effect of the appropriation on the private rights of individuals;

- Whether the public interest benefits which would arise from the redevelopment of the relevant sites would be sufficient to justify the interference with any private rights, such that the interference was proportionate;
- Whether the council could (in the alternative) acquire the land compulsorily for the purposes of the redevelopment;
- Whether any related financial liabilities of the council would be indemnified; and
- Whether prior consultation had taken place.

- 7.9. The council has the power to override third party rights in accordance with section 203 Housing and Planning Act 2016. This power is useful for the council when developing its land to ensure that third parties with certain rights over the sites are overridden. Section 203 prevents third parties from obtaining an injunction to prevent redevelopment, however, compensation may be payable. The council is required to consult with third parties prior to invoking section 203 and the officers should therefore ensure that they build in a period of consultation prior to the commencement of construction and assessing the level of compensation payable.

CPO

- 7.10. In order to acquire any third party land to facilitate the development of the remaining phases, if such land cannot be acquired through negotiation, the council can consider exercising its compulsory purchase powers. The council has power under section 226(1) Town and Country Planning Act 1990 and Section 17 Housing Act 1985 which empower local housing authorities to acquire land, houses or other properties by compulsion for the provision of housing accommodation. If the council wanted to exercise its CPO powers a separate cabinet report would be needed to obtain the consent of cabinet to make the CPO order.
- 7.11. The statutory power under section 226(1) can be used if the council believes that it will facilitate the carrying out of the development of the remaining phases. 'Development' is defined by section 55 of the Town and Country Planning Act 1990 as redevelopment or improvement on or in relation to the land being acquired.
- 7.12. The compulsory purchase order must only be made where there is a compelling case in the public interest. In addition, the council should be sure that the purposes for which the compulsory purchase order is made justify interfering within the human rights of those with an interest in the land affected. Particular consideration should be given to the provisions of Article I of the First Protocol to the European Convention on Human Rights and, in the case of a dwelling, Article 8 of the Convention.

Stopping Up

- 7.13. In order to develop out the remaining phase of the South Kilburn regeneration programme, certain areas of public highway or footway may need to be stopped up to facilitate development. The stopping up will be done under section 247 and section 253 of the Town and Country Planning Act 1990 (TCPA 1990). A draft stopping up order will need to be advertised in accordance with the requirements of section 247 and 53 of the TCPA 1990. If there are any objections that arise out of this consultation then discussions will need to take place with the objectors with the objective being that they withdraw their objections. A report will then need to be submitted by the Corporate Director of Neighbourhoods and Regeneration to the General Purposes Committee seeking approval of the Stopping Up Order, and that the notices advising this should be advertised.
- 7.14. A stopping up order extinguishes the right of the public to pass and repass over the land to which the order will apply. Compensation is not payable to those adversely affected.

Ground 10 or 10(A) of Schedule 2 of the Housing Act 1985

- 7.15. As part of the council's decant policy to secure vacant possession of sites that are to be developed, the council may need to rely on ground 10 or 10(A) of Schedule 2, Part II of the Housing Act 1985 under which it may apply to court to obtain possession of a property in order to dispose of, redevelop or demolish the property.
- 7.16. In order to rely on either Ground 10 or 10(A) the council must be able to offer suitable alternative accommodation to the outgoing tenant and must obtain the Secretary of State's approval of the proposed scheme.
- 7.17. Prior to applying to the Secretary of State the council must serve written notice on all secure tenants affected by the proposed scheme. The notice must give the tenants at least 28 days to make representations to the council about the proposed scheme. Any representations made to the council by tenants in the 28 day period must be considered by the council before the council applies to the Secretary of State for approval.
- 7.18. The Hereford and Exeter blocks are now empty and it is intended that the first phase of redevelopment will be at this location.

Demolition Notices

- 7.19. As part of the future redevelopment of the remaining phases in the South Kilburn regeneration programme the council will need to serve Initial Demolition Notices upon secure tenants. A recommendation will be put to cabinet to seek approval to apply to The Secretary of State to serve Initial Demolition Notices on the secure tenants at the sites which are to be developed to ensure the suspension of the secure tenants' Right To Buy ("RTB") for 7 years subject to any conditions that the Secretary of State may impose. Authorisation will also

be sought for the Corporate Director of Neighbourhoods and Regeneration to serve the Final Demolition Notices on the council's secure tenants of the sites once the date for demolition of the properties is known.

- 7.20. An Initial Demolition Notice under Schedule 5A of the Housing Act 1985 is a notice served on a secure tenant stating that the council intends to demolish the premises. Whilst the Initial Demolition Notice remains in force the council will not be obliged to convey the leaseholder interest to the secure tenant. The Initial Demolition Notice does not prevent a claim from the leaseholder to exercise the RTB. The Initial Demolition Notice must state that there is a right to compensation. The period of suspension of the leaseholder's RTB lasts 7 years from the date of Service of the Initial Demolition Notice. No further demolition notices may be served during a period of 5 years following the time when the Initial Demolition Notice comes into force unless the further notice is served with the consent of the Secretary of State.
- 7.21. A Final Demolition Notice under Schedule 5 of the Housing Act 1985 is a notice stating that the council intends to demolish the premises and must state a date upon which the notice will cease to be in force. The Final Demolition Notice must state that section 138(c) Housing Act 1985 confers a right to compensation for the secure tenant. The proposed demolition date must fall within 24 months beginning with the date of service of the Final Demolition Notice on the tenant.
- 7.22 In terms of the first phase of the development at Hereford and Exeter which are now empty, clearly there is no ongoing risk of right to buy applications.

	Cabinet 12 October 2026
	Report from the Corporate Director Neighbourhoods and Regeneration
	Lead Member - Cabinet Member for Regeneration & Planning (Councillor Matt Kelcher)
Community Led Housing in Brent – Brentfield Road Development: Progress Update and Delegated Delivery Arrangements	
Wards Affected:	Stonebridge
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: Site Plan; Appendix 2: Local Lettings Plan;
Background Papers:	None
Contact Officer(s): (Name, Title, Contact Details)	Abiola Adegoke, Strategic Housing Partnerships & Engagement Manager 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 Cabinet with an update on the progress made by Brent Community Land Trust (BCLT) towards delivery of a Community Led Housing (CLH) development on the Brentfield Road site and seeks approval for delegated arrangements to enable delivery of the scheme without the need for a further Cabinet report.
- 1.2 Cabinet previously agreed to ring-fence the Brentfield Road site for Community Led Housing purposes and approved, in principle, the grant of a long lease of the site to BCLT at nominal consideration, subject to several conditions being

satisfied. These conditions included planning permission, funding arrangements, viability and community engagement.

- 1.3 Since Cabinet last considered the project in April 2025, substantial progress has been achieved. The development proposal has progressed through planning, a Registered Provider partner has been secured, Heads of Terms and lease documentation have been developed and a Local Lettings Plan has been prepared.
- 1.4 The current proposal comprises 19 Affordable Housing units including wheelchair accessible accommodation, together with communal facilities and associated landscaping. The scheme will be delivered through a partnership between BCLT and Sapphire Independent Housing.
- 1.5 Whilst significant progress has been achieved, issues to be resolved relate to determination of the planning application, completion of associated planning obligations, finalisation of funding arrangements and resolution of historic rights of way affecting the site.
- 1.6 The purpose of this report is therefore to establish a governance framework enabling officers to conclude these matters through delegated authority and progress the project into delivery.

2.0 Recommendation(s)

Cabinet is asked to:

- 2.1 Note the substantial progress made by Brent Community Land Trust towards delivering Community Led Housing at Brentfield Road.
- 2.2 Confirm the Council's continuing commitment to the delivery of Community Led Housing at Brentfield Road and to entering into a long lease arrangement broadly consistent with the principles previously approved by Cabinet.
- 2.3 Authorise officers to continue negotiations with neighbouring property owners regarding the release of historic rights affecting the development site and if successful in these negotiations enter into the appropriate agreements (e.g. deeds of release) with the neighbouring property owners to release such rights.
- 2.4 Delegate authority to the Corporate Director, Neighbourhoods and Regeneration, in consultation with the relevant Cabinet Lead to determine whether reasonable attempts to secure voluntary release of private rights have been exhausted and, where considered necessary to facilitate delivery of the development and subject to planning approval, agree to appropriation of the site for planning purposes under section 122 Local Government Act 1972 and thereafter, engage the powers conferred by section 203 of the Housing and Planning Act 2016 to override easements and other rights together with any associated statutory actions required to address affected rights, subject to payment of any compensation properly due.

- 2.5 Delegate authority to the Corporate Director, Neighbourhoods and Regeneration to certify satisfaction of the conditions previously established by Cabinet regarding planning permission, funding, viability and community engagement requirements.
- 2.6 Delegate authority to the Corporate Director Neighbourhoods and Regeneration in consultation with the relevant Cabinet Lead to finalise and complete Heads of Terms, the Agreement for Lease, and all ancillary legal documentation required to facilitate delivery of the development.
- 2.7 Delegate authority to the Corporate Director, Neighbourhoods and Regeneration to approve minor amendments to the scheme, contractual documentation or funding arrangements where required by statutory processes, funding bodies or delivery partners, provided such amendments do not materially alter the objectives of the scheme.

3.0 Detail

3.1 Cabinet Member Foreword

- 3.1.1 The Council is determined to deliver the homes Brent residents need. Achieving this ambition will require us to be innovative and open to a wide range of ideas, methods and policies that can get spades in the ground and new homes built.
- 3.1.2 We have a particular responsibility to make the best possible use of land owned directly by Brent Council, delivering lasting benefits for our existing residents and for generations to come. Around one in four people in their late twenties in England and Wales still live with their parents. We will not change this reality unless we use every means available to increase the supply of genuinely affordable housing.
- 3.1.3 The Brentfield Road scheme is a perfect example of this approach. By partnering with Brent Community Land Trust, we can transform an underused garage site into not simply a collection of flats, but a community of homes in which local people have a meaningful role and a long-term stake in their stewardship.
- 3.1.4 Having met the BCLT team I have been impressed by their commitment, expertise and ambition for the area and am incredibly excited that the Council is partnering with them to deliver genuinely affordable housing in our borough and to demonstrate what can be achieved when the Council and local communities work together.
- 3.1.5 Since Cabinet approved the extension of the site agreement, substantial progress has been made in advancing the scheme through planning, funding and legal workstreams. The project is now significantly more mature, with clear delivery arrangements and an identified Registered Provider partner, bringing the development closer to implementation.

- 3.1.6 The recommendations contained within this report will provide officers with the necessary delegated authority to conclude the remaining matters required to facilitate delivery, whilst maintaining appropriate oversight and governance. I am pleased to support the continued progression of this important project and the opportunities it will create for both the local community and the borough as a whole.

3.2 Background

- 3.2.1 In 2018, a Scrutiny review recommended that Brent Council explore Community Led Housing as a mechanism for increasing the supply of affordable housing and enabling greater community involvement in housing delivery.
- 3.2.2 Brent Community Land Trust was subsequently established by residents and stakeholders, including members of the Harlesden Neighbourhood Forum, with the objective of delivering genuinely affordable housing owned and controlled for community benefit.
- 3.2.3 Following a review of potential sites, the Brentfield Road garage site was identified as an opportunity suitable for Community Led Housing. The site comprises several disused garages and associated land which had become increasingly underutilised and vulnerable to fly-tipping, anti-social behaviour and environmental decline.
- 3.2.4 In December 2021 a report presented to the Housing Commissioning and Investment Board supported the principle of disposing of the site to Brent Community Land Trust at nil consideration, subject to planning approval and suitable funding arrangements.
- 3.2.5 On 22 May 2023 Cabinet approved ring-fencing of the site for Community Led Housing and agreed in principle to enter a lease arrangement with BCLT subject to specified conditions being satisfied. These conditions required BCLT to obtain planning permission, secure funding, demonstrate viability and establish appropriate co-production arrangements with residents.
- 3.2.6 In April 2025 Cabinet considered a further report and approved continuation of the arrangement, delegated authority to negotiate Heads of Terms and lease documentation and agreed in principle to consider appropriation powers where necessary to facilitate delivery of the scheme.

3.3 Progress Since Previous Cabinet Approval

Planning

- 3.3.1 The project has progressed significantly through the planning process since Cabinet last considered the matter. BCLT undertook the pre-application process, participated in Design Review activity and completed additional technical and design work to address issues identified by planning officers and consultees.

- 3.3.2 A planning application has subsequently been submitted for redevelopment of the site and has progressed through statutory consultation. Planning officers have advised that no objections have been received during consultation and that responses from statutory consultees are being addressed.
- 3.3.3 The application remains under active consideration whilst final planning and legal matters, including Section 106 arrangements, are progressed. Officers are continuing to work with Planning Services and the applicant team to support timely determination of the application.

Development Proposal

- 3.3.4 The scheme originally evolved from concepts for approximately 22 homes but has subsequently been refined through the planning process. The current proposal comprises 19 affordable one-bed rented homes, including wheelchair accessible units and communal facilities designed to support residents and foster community interaction.
- 3.3.5 The development is intended to address identified housing need, particularly amongst single person households who often experience significant barriers to accessing affordable accommodation. The proposal will also transform a neglected garage site into a high-quality residential development.

Funding and Delivery Partner

- 3.3.6 BCLT has selected Sapphire Independent Housing as its preferred Registered Provider and development partner. Sapphire has considerable experience managing housing schemes of a similar scale and demographic profile and has worked closely with BCLT throughout scheme development.
- 3.3.7 BCLT has successfully secured earlier-stage Community Led Housing funding and has continued discussions regarding future funding opportunities required to deliver the development. Positive engagement has taken place with the Greater London Authority regarding future funding support although final allocations remain dependent on planning permission and completion of contractual arrangements.
- 3.3.8 The Council has also received confirmation that Sapphire supports the delivery assumptions underpinning the project and considers the scheme capable of being delivered subject to final funding requirements being satisfied.

Viability

- 3.3.9 A Quantity Surveyor review has been undertaken and viability assessments have continued to be refined as the project has progressed. Cabinet has previously noted that viability assumptions are dependent upon grant funding and the provision of the site at nominal consideration.
- 3.3.10 The Council has previously undertaken subsidy control assessments relating to the proposed disposal arrangement and concluded that the scheme is

consistent with the Council's affordable housing objectives and subsidy control requirements.

3.4 Community Engagement and Co-Production

- 3.4.1 Community engagement remains a core principle of the project. Community Led Housing is defined by meaningful community involvement throughout the development process and long-term community participation in ownership and stewardship arrangements.
- 3.4.2 BCLT has undertaken a range of engagement activities, including public consultation events, neighbourhood engagement and wider Community Led Housing participation activities. Public consultation events relating to the scheme were undertaken during 2025 and have informed development of the proposals.
- 3.4.3 Work has also continued on the Local Lettings Plan to ensure that future allocations support local housing priorities whilst remaining consistent with Council allocations policy.

3.5 Rights of Way

- 3.5.1 One of the principal remaining constraints affecting delivery of the development relates to historic rights benefiting a number of neighbouring properties.
- 3.5.2 These historic rights affect the development site and cannot be retained alongside delivery of the approved development layout. Resolution of these matters is therefore required before construction can commence.
- 3.5.3 The Council and BCLT have sought to resolve these matters through voluntary negotiation and have prepared a consistent package of compensation for affected parties. A formal letter has been prepared offering compensation together with legal cost in exchange for release of the affected rights.
- 3.5.4 Officers remain committed to achieving voluntary agreements wherever possible. However, legal advice obtained by the project team has highlighted that statutory mechanisms may be available where private rights would otherwise prevent delivery of a development which delivers substantial public benefits, most clearly the delivery of genuinely affordable housing.
- 3.5.5 The recommendations contained within this report therefore seek authority for officers to continue pursuing voluntary agreements and if successful, enter into deeds of release, whilst retaining the ability to progress alternative statutory options should negotiations not result in a satisfactory outcome.

3.6 Lease and Delivery Arrangements

- 3.6.1 Significant progress has been made in agreeing Heads of Terms and developing the Agreement for Lease and long lease structure.

- 3.6.2 The proposed lease arrangements remain consistent with principles previously approved by Cabinet, including a lease term of 250 years, nomination rights for Brent Council and protection of the long-term affordable housing objectives of the scheme.
- 3.6.3 It is anticipated that completion of these arrangements will take place once planning permission, funding requirements and other Cabinet conditions have been satisfied.

3.7 Next Steps

- 3.7.1 Subject to Cabinet approval, officers will continue progressing planning, rights of way negotiations, funding arrangements and contractual documentation necessary to facilitate delivery of the development.
- 3.7.2 The delegated arrangements sought through this report are intended to provide a clear governance route enabling progression from planning determination through to practical delivery without the requirement to return to Cabinet for further decisions.

4.0 Stakeholder and ward member consultation and engagement

- 4.1 Officers have maintained regular engagement with Brent Community Land Trust, Sapphire Independent Housing, Planning Services, Legal Services and local stakeholders throughout development of the scheme.
- 4.2 Community consultation has been undertaken as part of the planning and Community Led Housing processes and engagement with neighbouring residents continues in relation to rights of way matters.

5.0 Financial Considerations

- 5.1 The Brentfield Road site is an existing HRA asset. The proposed redevelopment will facilitate the delivery of new affordable homes, making more effective use of Council-owned land and supporting the long-term objectives of the HRA.
- 5.2 The proposed grant of a 250-year lease to BCLT at a nominal premium of £1 constitutes a subsidy. An assessment undertaken in accordance with the Subsidy Control Act 2022 concluded that the subsidy was necessary to enable the delivery of affordable housing on the site, supported scheme viability without generating significant profit, would not adversely affect competing residential developments within Brent and would not materially distort competition or investment.
- 5.3 Cabinet's previous approval of the lease arrangement was conditional upon BCLT securing planning permission, appropriate funding arrangements, demonstrating viability and satisfying the other requirements established by Cabinet. Whilst substantial progress has been made, the scheme remains

dependent upon final planning approval, completion of planning obligations and confirmation of external funding arrangements.

- 5.4 BCLT has undertaken viability assessments for the scheme. Whilst independent verification remains outstanding pending confirmation of GLA funding, the final rental regime has yet to be agreed. Once these matters are confirmed, officers will complete a review of the scheme's viability as part of the process for determining whether the conditions previously established by Cabinet have been satisfied.
- 5.5 Cost estimates prepared by the project's Quantity Surveyor have been reviewed by Sapphire Independent Housing, which has confirmed that the proposed development is considered feasible based on the information currently available. However, the scheme remains subject to risks associated with construction inflation, market conditions, planning requirements and other site-specific constraints. BCLT has not yet confirmed contingency arrangements to address any additional costs or funding shortfalls that may arise during the development process.
- 5.6 The delegated authority sought within this report will enable officers, in consultation with the relevant Lead Member, Corporate Director, Neighbourhoods and Regeneration and other appropriate stakeholders, to confirm that satisfactory funding, viability and risk management arrangements are in place before the lease and associated delivery documentation are finalised. Briefing updates will be provided to Members at key milestones throughout the pre-development and planning stages to ensure they remain informed of project progress and any significant developments.

6.0 Legal Considerations

- 6.1 The legal considerations detailed in the Cabinet Report dated 7 April 2025 relating to this project are still relevant and apply to this report.

Deeds of release

- 6.2 As noted in this report, the Council's freehold title to the site is subject to rights of way benefiting neighbouring properties. Negotiations with the respective landowners are ongoing. Should those negotiations be successful, the Council will be required to enter into deeds of release with each affected landowner to secure the surrender and permanently extinguish of the relevant rights of way.
- 6.3 In relation to any proposed deed of release, Part 3, Paragraph 11.2 of the Constitution, provides that the Corporate Director, Finance and Resources and/or the Director of Property has delegated authority to acquire or dispose of leases, licences, and **easements** where:
 - i) the annual rent is not more than £250k.
 - ii) the premium is not more than £1m.

- iii) the leasehold term is no more than 125 years.
- 6.4 Where any disposal or acquisition of an interest in land or buildings is, in the view of the Corporate Director, Neighbourhoods and Regeneration, of a value over £250k and below £1m, where any leasehold interest has an annual value over £100k or below £250k, or where the lease length is between 50 and 125 years he or she shall consult with the Lead Member.
- 6.5 The Corporate Director, Neighbourhoods and Regeneration should be advised of any disposal or acquisition undertaken by this delegated authority within three months of any transaction.
- 6.6 The Corporate Director, Neighbourhoods and Regeneration may not sell or grant any lease or easement, licence or otherwise dispose of any land or buildings unless the consideration received, as confirmed by them is the best that can reasonably be obtained, whether or not the grant, sale or disposal is covered by a general or specific consent from the relevant Secretary of State.
- 6.7 In acquiring, selling or disposing of any land or buildings or granting any lease, licence or easement in respect thereof regard shall be had to any relevant Corporate Standards on property acquisitions, management and disposals.
- 6.8 The Corporate Director, Finance and Resources must be advised of the transaction undertaken by this delegated authority within three months of the transaction.
- 6.9 The Corporate Director, Finance and Resources may not sell or grant any lease or easement, licence or otherwise dispose of any land or buildings unless the consideration received, as confirmed by them is the best that can reasonably be obtained, whether or not the grant, sale or disposal is covered by a general or specific consent from the relevant Secretary of State.

Section 203 – Appropriation of Land

- 6.10 s.122 of the Local Government Act 1972 allows the Council to appropriate Council land for planning purposes. In considering whether or not the Council owned land within the sites to be appropriated for planning purposes, thereafter, engaging the powers conferred by section 203 of the Housing and Planning Act 2016, the Corporate Director of Neighbourhoods and Regeneration, in consultation with the Cabinet Member for Regeneration and Planning, to consider:
- Whether the land which is to be appropriated is already owned by the Council (this is a prerequisite to appropriation)
 - Whether the land which is to be appropriated is no longer required by the Council for the purposes it is currently held (this is a prerequisite to appropriation)

- Whether the purposes for which the Council would be appropriating the land is a purpose authorised by Statute (in the case of land to be appropriated for planning purposes, the relevant purposes would be authorised by section 232 of the Town and Country Planning Act 1990.
- Whether the proposed redevelopment of the relevant sites would be in the public interest. There is a compelling case in the public interest to appropriate the sites for planning purposes as developing the sites would serve the public interest by providing new housing and accordingly, such development outweighs the effect of the appropriation on the private rights of individuals
- Whether the public interest benefits which would arise from the redevelopment of the relevant sites would be sufficient to justify the interference with any private rights, such that the interference was proportionate
- Whether the Council could (in the alternative) acquire the land compulsorily for the purposes of the redevelopment
- Whether any related financial liabilities of the Council would be indemnified and
- Whether prior consultation had taken place.

6.11 The Council has the power to override third party rights in accordance with section 203 Housing and Planning Act 2016. This power is useful for the Council when developing its land to ensure that third parties with certain rights over the sites are overridden. Section 203 prevents third parties from obtaining an injunction to prevent redevelopment; however, compensation may be payable. The Council is required to consult with third parties prior to invoking section 203 and the officers should therefore ensure that they build in a period of consultation prior to the commencement of construction and assessing the level of compensation payable.

6.12 Therefore, subject to planning approval, Cabinet is requested to delegate authority to the Corporate Director, Neighbourhoods and Regeneration to agree to appropriate the lands under section 122 Local Government Act 1972 and thereafter, engage the powers conferred by section 203 of the Housing and Planning Act 2016 to override easements and other rights.

7.0 Equity, Diversity & Inclusion (EDI) Considerations

7.1 The scheme will increase the supply of affordable housing and support households experiencing housing need. Allocations will be undertaken in accordance with the Council's policies and relevant equalities legislation.

8.0 Climate Change and Environmental Considerations

- 8.1 The proposal will regenerate an underutilised site, replace obsolete garage structures and deliver environmental improvements through redevelopment of a currently neglected area.

9.0 Human Resources/Property Considerations (if appropriate)

- 9.1 There are no direct Human Resources implications arising from the recommendations contained within this report.

10.0 Communication Considerations

- 10.1 Should the scheme progress into delivery, officers will continue to work with BCLT and Sapphire Independent Housing to ensure appropriate communication and engagement arrangements are maintained throughout the construction and occupation phases of the development.

Related document(s) for reference

[Cabinet Report - Community Led Housing in Brent \(22 May 2023\)](#)

[Cabinet Report – Community Led Housing in Brent – Extension to Brentfield Road Site Agreement \(7 April 2025\)](#)

Report sign off:

Jehan Weerasinghe

Corporate Director, Neighbourhoods and
Regeneration

Legal considerations provided by:
Komal Devani

Finance considerations provided by:
Naomi Hayes and Michael Jarrett

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Brentfield Road Local Lettings Plan (LLP)

1. Introduction and Purpose

This Local Lettings Plan (LLP) applies to the Brentfield Road development, a community-led housing scheme comprising 19 one-bedroom social rent homes in the London Borough of Brent. The homes are managed by Sapphire Independent Housing (SIH) in partnership with Brent Community Land Trust (Brent CLT).

The purpose of this LLP is to support the creation of a balanced, sustainable and well-managed new community, while remaining consistent with Brent Council's Allocations Scheme, relevant housing legislation, and equalities duties. The LLP sets out locally tailored lettings criteria that reflect the unique nature of the scheme and its objectives.

To support the community-led nature of the scheme, Brent CLT will offer residents the opportunity to join the Trust as members. Membership requires the purchase of a £1 share, which provides the residents with voting rights on major decisions and opportunities for involvement in governance or volunteering.

This LLP provides a locally tailored variation to the Council's standard lettings approach, justified by the unique nature of the scheme and the specific housing needs it seeks to meet.

The Council receives 50% nominations (10 Properties) to the first lettings of these properties. This percentage will include two wheelchair accessible / adaptable properties ring-fenced for households on Brent's Housing Register that are eligible for such a home, existing tenants within the local area, and single homeless households owed the main housing duty by Brent.

Brent CLT and SIH will advertise all remaining properties via their direct lettings process.

2. Description of the Scheme and Local Context

Brentfield Road is a small, scheme of 19 one-bedroom homes, developed through a community-led process to meet localised housing need. All homes are general needs accommodation and are not designed or resourced as supported or sheltered housing.

The scheme is located in Stonebridge Ward, an area with existing concentrations of vulnerable households and nearby supported housing provision. Local and political stakeholders have previously expressed concerns about antisocial behaviour and the importance of ensuring new developments contribute positively to community cohesion and stability.

Given the small size of the scheme and the uniform unit mix, it is important carefully manage early lettings to ensure the long-term sustainability, management intensity, and success of the development.

3. Policy and Legal Context

This LLP operates within the framework of:

- Part VI & VII of the Housing Act 1996 (as amended)
- Brent Council's Housing Allocations Scheme
- The Council's equality duties under the Equality Act 2010
- Statutory guidance on social housing allocations and local lettings plans
- Regulator of Social Housing Consumer Standards 2024

Local Letting Plans are a recognised and lawful mechanism for responding to specific local circumstances, including:

- Supporting balanced and sustainable communities
- Addressing management challenges or risks
- Ensuring new developments meet clearly defined local objectives

The criteria set out in this LLP are proportionate, evidence-based, time-limited, and subject to monitoring and review.

The above criteria will be applied in accordance with Brent Council's Allocations Scheme and is not designed to prevent the nomination or allocation of accommodation to applicants owed a duty under Part VII of the Housing Act 1996 if required.

4. Objectives of the Local Letting Plan

The objectives of this LLP are to:

- Create a balanced and sustainable community within a small, single-unit-type scheme
- Support high levels of tenancy sustainment and low early turnover
- Prioritise applicants with a meaningful local connection to Brent and Stonebridge Ward
- Reduce management risk, including antisocial behaviour and tenancy failure
- Reflect Brent CLT's community-led purpose and long-term stewardship role

5. Letting Principles

Lettings under this LLP will be guided by the following principles:

- Fairness and transparency
- Compliance with Brent Council's Allocations Scheme
- Proportionality and equalities compliance
- Sustainability of tenancies and the wider community
- Regulator of Social Housing's Tenancy Standard
- Partnership working between SIH, Brent Council, and Brent CLT

6. Eligibility and Prioritisation Criteria

6.1 Core Eligibility

Applicants must:

- Be eligible for social housing under Part VI & Part VII of the Housing Act 1996
- Be assessed as suitable for independent general needs accommodation
- Require a one-bedroom home

6.2 Local Connection (Primary Criterion)

Priority will be given to applicants who meet one or more of the following local connection criteria:

- Currently living in the London Borough of Brent with a minimum of [5] years continuous residence
- Having a close family connection (parent, adult child, or sibling) who has lived in Stonebridge ward for five or more years
- Is household member of an existing social housing tenants within the Stonebridge ward aged 18 or over and is
 - a child, parent, grandparent, or grandchild of the tenant, or otherwise need to live as part of the household – for example, because you are a care giver or receive care from, another member of the household
 - lives with the tenant as their main home
 - their move would relieve under-occupation or overcrowding in homes
- Working in Brent for a minimum of 16 hours per week for at least [2] years
- Applicants owed a statutory duty or falling within priority groups (e.g. care leavers, armed forces) will not be excluded where they do not meet the local connection criteria

6.3 Tenancy History and Sustainability

Preference will be given to applicants who meet each of the three criteria below: who:

- Able to demonstrate the ability to sustain a tenancy.
- Have no significant unpaid rent arrears (excluding arrears caused by verified Housing Benefit or Universal Credit delays) and no proven antisocial behaviour.
- Are assessed as able to sustain an independent one-bedroom tenancy without high support needs

6.4 Economic and Social Contribution (Secondary Weighting)

Where applicants meet the local connection and tenancy sustainability criteria, secondary weighting may be applied to applicants who:

- Are in employment, education, training, (subject to income limits to be agreed)

- Are key workers employed in Brent (e.g. health, care, education, emergency services)
- Demonstrate positive contribution to the local community (such as volunteering)

7. Achieving Social Mix

Shortlisting and offers will be managed to support an appropriate social and economic mix within the scheme. This may include:

- Avoiding over-concentration of households with similar age profiles, employment status, or support needs
- Making offers sequentially to achieve balance between working and non-working households
- Considering overall scheme composition rather than individual lettings in isolation

8. Role of Brent Community Land Trust

Brent CLT has a defined role within this LLP as the long-term community steward of the scheme. This role includes:

- Working with SIH and Brent Council to review lettings outcomes against LLP objectives
- Providing local insight and feedback to support good management and community cohesion
- Participating in scheduled LLP reviews and agreeing any necessary adjustments

This role does not constitute a veto over individual nominations but ensures accountability to the community-led purpose of the scheme.

9. Applying the Local Letting Plan: Nominations, Decisions and Timescales

9.1 How the Local Letting Plan Will Be Applied

The Local Letting Plan will be applied to all first lets and subsequent re-lets at Brentfield Road while the LLP remains in force. Lettings will be made through Brent Council's housing register and nominations process, with the LLP criteria applied at shortlisting stage.

Brent Council will generate a shortlist of eligible applicants who meet the core eligibility requirements for a one-bedroom general needs home. The shortlist will then be filtered and prioritised in line with the LLP criteria, including local connection, tenancy sustainability, and social mix considerations.

If two applicants have the same level of priority, then the effective date that the priority was applied will be the deciding factor.

9.2 Decision-Making Process

Nominations will be made from eligible applicants on the Council's Housing Register in accordance with the Allocations Scheme, including bids placed via the choice-based lettings system or through direct offers where applicable.

Additional supporting information, such as proof of identity, work, income and local connection may also be requested.

Decisions on nominations will be made through a partnership process involving Brent Council, Sapphire Independent Housing (SIH), and Brent Community Land Trust (Brent CLT), as follows:

Brent Council will be responsible for:

- Confirming housing register eligibility and banding
- Applying the LLP criteria at nomination and shortlisting stage
- Providing nomination information (including Direct Offers) and supporting evidence to SIH

Sapphire Independent Housing (SIH) will be responsible for:

- Assessing suitability of nominees for the property, including affordability and tenancy sustainment
- Carrying out standard pre-tenancy checks and property offers
- Making the final tenancy offer in accordance with this LLP and its own policies

Brent Community Land Trust (Brent CLT) will be responsible for:

- Reviewing anonymised nomination outcomes against LLP objectives
- Providing feedback on scheme balance, sustainability, and community considerations
- Participating in review discussions

Brent CLT's role is advisory and strategic, ensuring that lettings align with the agreed community-led purpose of the scheme. It does not involve approving or rejecting individual applicants however Brent CLT, SIH and Brent Council will meet periodically to review performance

9.3 Approval of Nominations

Formal approval responsibilities will be as follows:

- Operational approval of nominations and offers: Sapphire Independent Housing.
- Confirmation of compliance with the Allocations Scheme and LLP: Brent Council (Housing Allocations) and Strategic Housing Team.
- Oversight of alignment with LLP objectives: Sapphire Independent Housing, Brent Council Brent CLT, through scheduled reviews and monitoring

Named officers or teams from each organisation will be agreed and kept under review.

9.4 Timescales for Decision-Making

The following indicative timescales will apply to each letting cycle:

- Nomination shortlist issued by Brent Council: within 30 days of vacancy notification
- Initial suitability checks by SIH: within 5 working days of receipt of nomination
- Property viewing and provisional offer: within 5–10 working days, subject to applicant availability and verification checks by LBB
- Proceed with tenancy letting in line with Brent Council and SIH lettings policy

Where an offer is refused or withdrawn, the next suitable applicant will be considered without undue delay to minimise void periods.

If the applicant, or, in the case of a multiple applicants, all refuse, the Council should be offered the unit for a direct nomination. In the event it remains void, the Council (or Sapphire Independent Housing) may provide up to five more short listed applicants.

9.5 Dispute Resolution

- 1.1 Where any matter the subject of this agreement shall be in dispute, the Council and the Registered Provider (SIH) shall seek to use reasonable endeavours to resolve the same within 28 days of the dispute arising. Where appropriate, Brent CLT will be involved in discussions to resolve issues and ensure the LLP objectives are upheld.
- 1.2 If the dispute remains unresolved within 28 days of arising, the Council and SIH may refer the matter to a single expert with appropriate qualifications to address the issue. The expert must be jointly appointed by both parties within 14 days of the referral. If the parties cannot agree on an appointment, the expert will be nominated by the current President of the Law Society of England and Wales.
- 1.3 The expert will be instructed to produce their determination within 28 days of instruction. The determination of the expert (including any determination as to the responsibility for payment of their own costs and those of the parties) shall be final and binding upon the parties.

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 Brent	Cabinet 12 October 2026
	Report from the Corporate Director, Finance and Resources
	Lead Member - Deputy Leader, Cabinet Member for Finance and Resources (Councillor Gwen Grahl)
Quarter 2 Financial Forecast 2026/27	

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 A: Prudential Indicators Appendix B: Savings Delivery Tracker
Background Papers:	N/A
Contact Officer(s): (Name, Title, Contact Details)	Rav Jassar Deputy Director, Corporate and Financial Planning Tel: 020 8937 1487 Email: Ravinder.Jassar@brent.gov.uk Amanda Healy Deputy Director, Investment and Infrastructure Tel: 020 8937 5912 Email: Amanda.Healy@brent.gov.uk

1.1 Executive Summary

1.2 This report sets out the financial forecast for the General Fund revenue budget, the Housing Revenue Account, the Dedicated Schools Grant and the Capital Programme, as at Quarter 2 2026/27.

1.3 The Council's revised General Fund revenue budget for 2026/27 is £501.8m. There is a forecast overspend of £9.0m against the revenue budget at Quarter 2, representing an improvement of £0.5m since Quarter 1. The

movement reflects a new overspend of £1.6m in Service Reform and Strategy, offset by a reduction of £1.8m in the forecast overspend in Residents and Housing Services and a new underspend of £0.3m in Finance and Resources. If sustained until the year end, this would require a transfer from unallocated reserves. Equally, any overspend not dealt with in 2026/27 could potentially carry over into the following year, therefore increasing the requirement for further savings whilst at the same time depleting the Council's reserves. The Council is taking a number of mitigating actions, including the continued implementation of spending controls. Since Quarter 1, directorates have so far identified £2.7m of in-year savings, which are helping to mitigate budget pressures and prevent the financial position from deteriorating further.

- 1.4 The current budget also reflects £10.4m of savings agreed by Full Council in February 2026. In contrast to previous years, a new collaborative approach has been developed to address the Council's medium term financial challenge and identify sustainable savings. This approach focuses on identifying high-impact opportunities, including cross-directorate working, improving productivity, better use of digital solutions, and increasing income generation. An update on the progress towards delivery of the savings, including timelines, key risks and mitigating actions is included in the directorate updates in Section four. A summary of this is also included in Appendix B to this report.
- 1.5 Budget pressures continue to be reported within the Housing Revenue Account (HRA). Although the new ten-year social rent settlement provides greater income certainty from 2026/27, increased demand and the rising cost of repairs and maintenance, now sharpened by new statutory obligations under Awaab's Law, together with the cost of addressing building-safety compliance following the Regulator's C3 judgement, mean that considerable savings and careful financial management remain necessary to maintain a balanced budget. At Q2 the forecast outturn for the HRA is £3.5m. Further details are set out in section 11. The Dedicated Schools Grant is forecasting an in year overspend of £20.8m due to continued pressures against budgets held for children with Education, Health and Care Plans, which would increase the cumulative deficit to £41.0m by the end of the financial year. Further details are set out in section 10. The Capital Programme is forecasting an outturn of £258.1m compared to a revised budget of £267.7m. Further details are set out in section 12.
- 1.6 The tables below show the forecast position against budget for the General Fund, Dedicated Schools Grant and Housing Revenue Account.

Table 1: 2026/27 Quarter 2 forecast for the General Fund

	Budget	Forecast	Overspend / (Underspend)
	£m	£m	£m
Service Reform and Strategy	205.4	207.0	1.6
Children, Young People and Community Development	110.9	110.9	0.0
Neighbourhoods and Regeneration	35.4	35.4	0.0
Finance and Resources	35.6	35.3	(0.3)
Residents and Housing Services	62.3	70.0	7.7
Subtotal Service Area Budgets	449.6	458.6	9.0
Capital Financing	41.9	41.9	0.0
Central Budgets	10.3	10.3	0.0
Total Budget Requirement	501.8	510.8	9.0
Funding	(501.8)	(501.8)	0.0
Grand Total General Fund Budgets	0.0	9.0	9.0
Dedicated Schools Grant (DSG) Funded Activity	0.0	20.8	20.8
Housing Revenue Account (HRA)	0.0	3.5	3.5
Net Total*	0.0	33.3	33.3

*DSG and HRA budgets have been presented as net figures in the table above. Gross income and expenditure budgets for the DSG and HRA are shown below.

Table 2: 2026/27 Quarter 2 forecast for the Dedicated Schools Grant

DSG gross income and expenditure			
	Budget	Forecast	Overspend / (Underspend)
	£m	£m	£m
DSG			
Income	(262.2)	(259.0)	3.2
Expenditure	262.2	279.8	17.6
Total	0.0	20.8	20.8

Table 3: 2026/27 Quarter 2 Forecast for the Housing revenue Account

HRA gross income and expenditure			
	Budget	Forecast	Overspend/ (Underspend)
	£m	£m	£m
HRA			
Income	(84.4)	(84.4)	0.0
Expenditure	84.4	87.9	3.5
Total	0.0	3.5	3.5

Table 4: 2026/27 Quarter 2 forecast for the Capital Programme

Portfolio/Programme	Original Budget 2026/27	Revised Budget 2026/27	Current Forecast	FY Variance	
				(Underspend)/ Overspend	(Slippage)/ Brought Forward
	£m	£m	£m	£m	£m
Corporate Assets	50.1	51.6	49.5	0.1	(2.2)
Affordable Housing Supply	41.7	35.7	33.1	(0.6)	(2.0)
Invest for Brent (I4B)	0	9.6	7.2	-	(2.3)
Housing HRA & Management	44.9	32.5	34.4	2.1	(0.1)
Regeneration	68.2	67.7	67.6	0.8	(0.9)
Children & Young People	34.3	17.2	17.2	-	-
South Kilburn	45.0	53.6	49.1	(2.2)	(2.3)
Grand Total	293.8	267.7	258.1	0.1	(9.8)

Current Economic Environment

- 1.7 Since Quarter 1, the wider economic situation has remained uncertain. Ongoing conflict in the Middle East has created volatility in global markets, particularly in energy prices. The full impact will depend on how the situation develops, but the immediate effect has been a rise in fuel costs and higher inflation.
- 1.8 CPI inflation increased in August 2026 to 3.1%, having previously fallen since the Quarter 1 report to 2.6% in June. Whilst this rate is 0.7% lower than the equivalent rate in July 2025, it remains significantly above the Bank of England's 2% target. The Bank of England now expects inflation to remain higher for the rest of 2026, reaching 3.2% in Q4 as higher energy prices feed through to consumers. Higher inflation increases the cost of delivering council services and creates a risk of overspending in 2026/27 compared with the budget agreed earlier in the year.
- 1.9 Interest rates also remain elevated at 3.75%, with the most recent cut occurring in December 2025. With inflation now likely to stay higher for longer, interest rates may remain at current levels for longer or even rise.

This would increase the cost of borrowing to fund the Council's Capital Programme beyond the assumptions built into the February budget.

- 1.10 Residents in Brent continue to face significant financial pressures. The cost-of-living crisis triggered by the 2022 energy price shock has not fully eased, and the latest rise in energy costs is adding further strain on household budgets. If the economy slows, more residents may require support from the Council. Any increase in demand for support services would place additional pressure on the Council's finances and reduce the resources available for investment in local services.

Maintaining Financial Control

- 1.11 The £10.4 million savings identified for 2026/27, developed in partnership with the Embrace Change Portfolio, were sufficient to balance the budget based on the forecasts available at the time the budget was set. However, as outlined in this report, the economic environment has become increasingly challenging, and is placing additional pressure on services during 2026/27.
- 1.12 Despite the considerable efforts of the Council to manage its financial position, the operating environment remains volatile, with relatively small changes in demand often resulting in significant financial pressures. This is particularly the case in Children's Social Care, Adult Social Care and Housing Needs, where increases in demand, complexity and the cost of provision continue to place pressure on budgets. The Council is also managing the impact of sustained provider inflation, alongside the continuing effects of the cost-of-living crisis on both expenditure and income streams.
- 1.13 The most significant forecast pressure is within the Housing Needs and Support service, where rising levels of homelessness and a shortage of suitable temporary accommodation are forecast to result in an overspend of more than £7.7m. Section 8 of this report sets out the Council's approach to addressing these pressures.
- 1.14 In response to budget pressures experienced in recent years, the Council introduced a range of spending controls which successfully reduced expenditure and helped mitigate overspending. These measures included proactive vacancy management, tighter controls over agency expenditure and staff payments, and increased scrutiny of spending decisions across all directorates. These controls are now considered business as usual and have been embedded within the Council's day-to-day financial management arrangements to support effective budget control, financial resilience and sound decision-making.
- 1.15 However, spending controls alone are unlikely to be sufficient to mitigate the scale of the challenge. Therefore, with the exception of expenditure required to maintain health and safety, meet statutory obligations or fulfil contractual commitments, all other spending decisions will be subject to enhanced challenge and may be deferred where possible. Directorates will also be

required to identify additional in-year savings, cost avoidance measures and opportunities to reduce expenditure wherever possible.

1.16 Progress against these actions, together with the financial benefits delivered, is set out in detail for each Directorate. Overall, since the Quarter 1 forecast, directorates have identified £2.7m of in-year savings which have helped, in part, to mitigate underlying budget pressures and prevent the Council's overall financial position from worsening.

1.17 The delivery of these actions will be challenging and will require sustained management focus throughout the remainder of the year. However, they are considered necessary to support a sustainable budget position and protect the Council's long-term financial resilience. Officers and Members will continue to work collectively to minimise the impact on residents while maintaining essential services within the resources available.

2.0 Recommendation(s)

2.1 That Cabinet note the overall financial position and the actions being taken to mitigate the issues arising.

2.2 That Cabinet endorse seeking Cabinet approval for the budget changes set out in section 12 of this report

2.3 That Cabinet note the prudential indicators for treasury management in Appendix A.

2.4 That Cabinet note the savings delivery tracker in Appendix B.

2.5 That Cabinet approve the virements set out in sections 9.9 - 9.12 of this report.

3.0 Cabinet Member Foreword

3.1 As we reach the second quarter of 2026/27, this report sets out a challenging financial position for Brent Council, alongside the action we are taking to protect essential services and maintain the Council's long-term financial resilience.

3.2 The forecast £9 million General Fund overspend reflects significant pressures on local government services. The largest pressure is within Housing Needs and Support, where rising homelessness, increased demand for temporary accommodation and higher accommodation costs are contributing to a £7.7 million overspend. Adult Social Care is also experiencing increased demand and higher placement costs, while continued growth in high-needs education means the Dedicated Schools Grant is forecast to have a £20.8 million in-year deficit.

- 3.3 These pressures show that we need to look beyond managing the costs we face today and address the underlying causes of demand, while continuing to provide the support residents need.
- 3.4 Housing is central to that work. A secure, good-quality home provides the foundation from which people can build their lives, support their families and contribute to their communities. Brent is already making significant progress in increasing the supply of council homes. We have delivered 549 new council homes this year, the highest number of completions of any London borough.
- 3.5 That achievement is particularly important given the pressures we are facing in temporary accommodation. Increasing the supply of council-owned homes gives more residents access to secure accommodation and, over time, can reduce our reliance on expensive temporary accommodation in the private market.
- 3.6 Adult Social Care is also facing rising demand and higher market costs. We are taking action to manage the market more effectively, strengthening oversight of high-cost packages, working closely with providers and ensuring that individual package costs are robustly challenged. This is about making sure every pound goes as far as possible, so the Council and families get the best value for the support people need, while ensuring residents receive the right support for their needs.
- 3.7 Alongside this, we are continuing to identify savings and efficiencies across the Council. Since Quarter 1, directorates have identified £2.7 million of additional in-year savings, while the savings programme has identified £10.4 million, of which £8.8 million is either completed or on track to be delivered.
- 3.8 We know there is more to do. Our task is to manage today's pressures while focusing on the long-term changes needed to reduce them. That means investing in homes, prevention and early intervention, improving how we deliver services, and making every pound go further. Managing today's pressures cannot come at the expense of Brent's future. We must continue to invest in our homes, services and communities, while managing day-to-day costs responsibly and protecting the services residents rely on.

4.0 Service Reform and Strategy

Table 5: 2026/27 Quarter 2 forecast for Service Reform and Strategy

Service Reform and Strategy	Budget (£m)	Forecast (£m)	Overspend / (Underspend) (£m)
Adult Social Care	144.6	146.1	1.5
Change Programme	2.5	1.8	(0.7)
Digital and Innovation	10.0	10.0	0.0
Integrated Care Partnerships	0.2	0.2	0.0

Leisure	1.8	1.8	0.0
Public Health	28.5	28.5	0.0
Strategic Commissioning & Capacity Building	16.3	17.1	0.8
Strategy and Partnership (Reform)	1.5	1.5	0.0
Total	205.4	207.0	1.6

Summary

- 4.1 The Service Reform & Strategy (SRS) directorate's budget for 2026/27 includes £2.3m of savings and £25.7m of growth. Of the growth allocation, £12.3m relates to inflationary pressures, while £8.2m reflects demand-led growth across Adult Social Care and Strategic Commissioning, driven by demographic change and rising market costs.
- 4.2 At Quarter 2, the directorate is forecasting an overspend of £1.6m by year end due to overspends in Adult Social Care (£1.5m) and Strategic Commissioning (£0.8m), being partially offset by (£0.7m) underspend forecast in the Change Programme. As a significant proportion of the budget funds demand led care packages, where activity levels and unit costs can fluctuate throughout the year, the forecast remains subject to a number of risks and uncertainties, which are outlined in the following sections and may impact the financial position as the year progresses.

Detailed narrative

Adult Social Care

- 4.3 Demand for social care services has been increasing as people live longer, complexity of needs increases and as children transition into adult social care services. In the 2025/26 financial year, the number of service users increased by 6% from the previous year. Although the increase in client numbers has reduced to 3% for 2026/27, there has been an increase in the average costs as new packages are around 14-16% more expensive than those ending due to complexity of need and rising market prices, meaning that even with stable placement numbers, overall expenditure continues to rise.
- 4.4 When setting the budgets for 2026/27, growth for both demography and inflation were factored in. Any increases above the modelled growth could cause budget pressures and as such, the trends for both are being carefully monitored with focused attention on higher cost packages. These reviews are being managed through additional oversight and focused reviews of high cost packages which is forecast to reduce placements costs by £0.7m for 2026/27 and this has been included in the forecast at Q2. This target will be monitored to track progress and delivery on a monthly basis.

- 4.5 In comparison with the 2026/27 placements modelling that informed budget setting, demand and cost pressures have increased across a number of adult social care cohorts.
- For older people, while the majority continue to be supported at home or through direct payments, there has been a growing demand for nursing placements and residential placements for people with dementia. Demand for dementia-related residential placements has increased by 30% this year, while the average cost of nursing and residential dementia placements has risen by 8% and 15% respectively.
 - For adults with learning disabilities, most service users continue to be supported through supported living arrangements or direct payments. However, demand for homecare and day services has increased, with day service costs in particular rising by 16% compared with the assumptions used in the budget.
 - For mental health clients, supported living, extra care and homecare remain the predominant forms of support. However, there has been an increase in demand for more complex residential and nursing placements, which are significantly more expensive due to the higher levels of care required to meet clients' needs.
- 4.6 Collectively, these changes in demand and placement costs have resulted in expenditure pressures above those assumed in the original 2026/27 budget modelling.
- 4.7 The service is taking a number of proactive steps to manage the current pressure, increase the oversight of demand and manage market pressures more effectively through the following actions:
- Continue to strengthen the role of the Quality Assurance Management Panel in the decision-making process by making it multi-disciplinary and reviewing high-cost packages of care to ensure that the level of care is appropriate for the clients, with exploration into alternative solutions also being made, whilst prioritising the well-being of the client.
 - Reviewing short-term placements that do not have a committed end date and ensuring all new short-term placements have an end date and are reviewed within eight weeks. Short term placements are defined as packages that are up to eight weeks and are generally more expensive than long term placements. Reviewing these short-term placements will reduce costs, either by re-purchasing on a long-term basis where appropriate or by ending the package of care where it is no longer needed. Client contributions can also be obtained from clients in long term care, where financial assessed as needing to contribute to their care, but not from clients receiving short term care.
 - Reviewing the top ten highest cost care packages in each type of care. This will be reviewed to assess whether they are eligible for continuing

health care and therefore funding should be received by the NHS. This review also serves as a data quality check to ensure that packages of care are recorded correctly in Mosaic (Adult Social Care's case management system) as focusing on the largest packages of care will bring the highest financial benefit if they are recorded correctly.

- Ensuring any funding allocated via Direct Payment but not being utilised is recouped from accounts to help reduce the overspend position currently forecast.
- Partnership working with the NHS is a key factor in management of finances within the social care sector, with linkages between the Council and NHS for Section 117 and Continuing Healthcare (CHC) clients. This relationship has seen significant improvement during the last year with joint funding arrangements now supporting 24% of expenditure on clients with complex mental health needs, and the continuation of this progress will be important to ensure that any financial pressures can be mitigated early on. Further work needs to be undertaken to jointly support Learning Disability clients with complex needs where there are currently fewer joint packages of care in place.
- Reviewing cases where clients are receiving a Nursing care placement but there is no recorded contribution from the NHS for Funded Nursing Care. Funded Nursing Care is an agreement with the NHS whereby the Nursing element of a Nursing Care placement is paid for by the NHS, for which the standard rate is £267.68 per week.
- Recruitment and retention of staff remains a risk nationally in the social care sector. The sector continues to be faced with high staff turnover and vacancy rates. The shortage of qualified staff can have detrimental effects on the care provided to adult service users and added stress on existing staff. The national shortage of care workers has changed the workforce model across social care leading to a reliance on agency staff that are more costly compared to permanent staff. Management continues to focus on agency to permanent conversions as part of its workforce planning strategy and to maintain stability for the clients. An internal realignment of staffing was also undertaken to better align the structure to Brent's priorities.

Strategic Commissioning, Capacity Building and Community Engagement

- 4.8 Strategic Commissioning & Capacity Building service is forecasting an overspend of £0.8m for 2026/27 mostly attributed to commissioned services, where there is overspend on Extra Care placements due to higher cost complex packages.

Public Health

- 4.9 Public Health is forecast to break even against the 2026/27 budget of £28.5m. The budget reflects the ring-fenced Public Health Grant allocation, including funding now consolidated within the grant for drug and alcohol services and smoking cessation.
- 4.10 The sexual health contract remains an emerging risk. If the proposed uplift is agreed, current modelling indicates a potential pressure of approximately £0.25m in 2026/27, subject to final contract, activity and tariff validation. No pressure has been included in the Q2 forecast pending agreement. Any confirmed impact will require mitigation within available Public Health funding.
- 4.11 The Public Health reserve opening balance is £10.3m, with £3.4m planned to be drawn down in 2026/27 and a projected closing balance of £6.9m. Delivery will be monitored against the current reserve plan and ring-fenced grant conditions, with particular focus on workstreams at risk of delay.

Integrated Care Partnerships

- 4.12 Integrated Care Partnerships is forecast to break even at Q2.

Leisure

- 4.13 Leisure is currently forecast to break even at Quarter 2. The position remains financially sensitive due to reliance on income generation, contract performance and inflation-linked costs. Bridge Park remains closed for 2026/27, reducing the overall leisure offer and placing greater reliance on maintaining income and participation levels across the remaining sites.
- 4.14 Willesden Sports Centre remains the principal financial risk within the Leisure Services forecast for 2026/27. The budget for the year includes provision for the underlying PFI pressure. Despite this provision, the service continues to manage a number of ongoing risks associated with the PFI arrangement. A formal review of the contract and financial position has now been completed, and work is underway to implement actions aimed at mitigating the budget pressures identified. This includes strengthened contract management, improved financial oversight and closer monitoring of operational performance. Given the scale and complexity of the PFI arrangement, the financial position will be closely monitored throughout the year, with updates provided as part of the Council's regular budget reporting cycle.
- 4.15 Vale Farm is operating under the new agency contract arrangement. The Quarter 2 forecast assumes the contract continues to operate within the agreed financial parameters, with performance monitored against the guaranteed minimum return and monthly income and expenditure statements.

Digital and Innovation

- 4.16 Following a corporate reorganisation, the former Communications, Insight and Innovation department is now reported as Digital and Innovation, with the Change Programme reported separately. The new Digital and Innovation department within SRS brings together digital, technology and data functions, while Communications and Policy transferred to the Finance and Resources directorate.

Change Programme

- 4.17 The Change Programme is forecasting a £0.7m underspend against its £2.5m budget. The underspend mainly reflects recruitment delays following the Change and Improvement restructure, together with restructure-related staffing reductions, and lower projected expenditure in other areas.

2026/27 Savings

- 4.18 The SRS budget includes a savings requirement of £2.2m for 2026/27, against which the service has identified £2.3m of savings proposals. At Quarter 2, £0.6m of savings have been delivered and a further £1.2m is on track for delivery. Of the remaining proposals, £0.4m is assessed as at risk but recoverable, while £0.1m is at risk. The £0.1m relates to the self-funder administration fee within Strategic Commissioning, where delivery has been delayed due to the consultation timetable. Alternative mitigating actions are currently being validated to address the potential shortfall.
- 4.19 Overall delivery is progressing, although some savings remain dependent on resolving operational and governance issues. Some savings relate to areas previously included within the Communications, Insight and Innovation (CII) structure and will therefore be transferred to Finance and Resources for monitoring and reporting.

In year savings

- 4.20 In addition to £0.7m identified through review of high-cost placements included in the Q2 forecast and the actions outlined above to mitigate the current year overspend, the department is undertaking further work to ensure all opportunities are taken to identify additional savings that can support the Council's overspend and help contain the forecast budget gaps over the medium term. This is being explored through the lens of delivering efficiencies, reducing costs, investing in digital solutions and income maximisation.

Summary of Key Assumptions

- 4.21 Table 6 sets out the principal assumptions used in preparing the forecast. Variations in these assumptions could have a significant impact on the projected financial position.

Table 6: Summary of key forecast assumptions for Service Reform and Strategy

Key Assumption	Downside if worse	Upside if better	Mitigations
Increases to the cost of social care packages above what has been modelled, with client numbers remaining in line with what was modelled	Due to increasing demand for supported living and residential placements rather than homecare placements there is a risk of £3.5m over the modelled forecast	If high cost packages can be reviewed to decrease costs to below the modelled cost of care packages this will result in costs less than what was anticipated. £0.7m impact of this mitigating action has been included in the forecast at Q2	The Council is working closely with the service providers and provides robust challenge of individual package costs based on evidence as part of placement reviews.
Increases to social care client numbers above what has been modelled, with package costs remaining in line with what was modelled	Additional budget pressures should there be clients beyond those modelled as part of the MTFS.	Client numbers falling below those modelled would reduce the cost to the Council.	The Council is working on developing PowerBI tools to allow for better monitoring of placements. Consistent monitoring and reporting will be made to facilitate early identification of pressures so mitigating actions can be taken.
ICP partner funding and employee recharges are agreed and posted in line with forecast.	Delayed or unrecovered income would create a pressure.	Timely recovery supports the break-even forecast.	Monthly reconciliation of payroll, grants, contributions and recharges.
Willesden PFI costs and Vale Farm income perform in line with forecast.	Higher PFI costs or lower income would create a pressure.	Stronger income or an agreed PFI variation could	Monthly contract and income reconciliation. Recognise benefits

		improve the position.	only when formally agreed.
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5.0 Children, Young People and Community Development (CYPCD) (General Fund)

Table 7: Quarter 2 forecast for Children, Young People and Community Development

CYP Department	Budget (£m)	Forecast (£m)	Overspend (Underspend) (£m)
Community Development	2.2	2.4	0.2
Early Help	11.3	10.5	(0.8)
Looked After Children and Permanency	8.4	8.4	0.0
Children With Disabilities	15.1	15.8	0.7
Safeguarding and Quality Assurance	2.3	2.3	0.0
Family Support and Child Protection	9.5	9.6	0.1
Forward Planning Performance and Partnerships	57.2	57.6	0.4
Inclusion	3.2	3.2	0.0
Setting and School Effectiveness	0.1	0.1	0.0
Virtual School	0.6	0.6	0.0
Central Management	1.0	0.4	(0.6)
TOTAL	110.9	110.9	0.0

Summary

- 5.1 The Children, Young People and Community Development (CYPCD) directorate's budget for 2026/27 includes £1.6m of savings and £11.2m of growth. Of the growth allocation, £2.1m relates to inflationary pressures, while £4.6m reflects demand-led growth for children's placements. The budget also includes £4.5m of new Social Care grant funding.
- 5.2 At Quarter 2, the CYPCD directorate is projecting a break-even position overall; however, emerging pressures have been identified in some areas of the

CYPCD General Fund budget. Additional risks and uncertainties may impact on this position further as the year progresses.

Detailed Narrative

Children with Disabilities

- 5.3 The Children with Disabilities (CWD) area is reporting an overspend of £0.7m mainly due to reduced income contributions from the Integrated Care Board (ICB) towards children's placement costs.
- 5.4 In recent years, there has been a significant financial risk associated with disputes and delays in agreeing cost-sharing arrangements with the ICB for care packages.
- 5.5 The principal source of income from the Integrated Care Board (ICB) relates to Complex Care funding. Under revised arrangements, cases that previously received ICB Complex Care funding in 2025/26 are now required to be referred to a Health Panel for reassessment and approval of funding for 2026/27. To date, cases that were funded in 2025/26 have not been approved by the ICB following reassessment. This has resulted in a more cautious income forecast being reflected within the current budget projections. Officers across Adult Social Care and Children's Services are continuing to work collaboratively with ICB colleagues to review individual cases, strengthen joint processes, and seek greater clarity and consistency in funding decisions, with the aim of improving funding outcomes and mitigating the financial impact on the Council.
- 5.6 In response to the issues identified, a number of mitigating actions have been implemented, including strengthened recording arrangements within Mosaic, the Council's social care management system. In addition, all existing care packages will be brought back to the Panel in accordance with timescales established by the Head of Service, with the aim of ensuring that every package is reviewed at least annually.
- 5.7 To enhance oversight and decision-making, the Head of Service now approves all cases submitted to the Panel, providing an additional level of scrutiny. This responsibility was previously delegated to the Service Manager.
- 5.8 A service reorganisation within the Children with Disabilities (CWD) teams has established a dedicated Transitions Team to support young people in preparing for adulthood and to facilitate appropriate post-18 funding arrangements, including support from health and SEND services where applicable.
- 5.9 Furthermore, the Head of Service is exploring the feasibility of introducing financial assessments for clients aged 18 and over to determine potential contributions towards the cost of their care. This work remains at an early stage of review.
- 5.10 While the service area is implementing measures to reduce expenditure, 2026/27 will be a transitional year to establish these processes, and the

financial impact of these changes is not expected to be fully realised until 2027/28.

Forward Planning, Performance & Partnerships (FPPP)

SEN Transport

- 5.11 The FPPP service is reporting an overspend of £0.4m due to pressures in SEN Transport. The main reason for this pressure is the increase in the numbers of solo taxi users compared to last year and an increase in the number of Personal Travel Allowance payments.
- 5.12 The increase in the number of solo taxi arrangements has arisen from a combination of factors, including new pupils attending schools where no existing transport provision is in place, pupils leaving shared transport routes resulting in a single remaining passenger, cases where challenging behaviour necessitates individual transport, and timetable changes or part-time attendance arrangements that prevent alignment with other pupils' travel schedules.
- 5.13 The Head of Service is currently undertaking a review of all solo taxi arrangements in collaboration with the service provider and will implement appropriate actions to reduce the number of solo taxi journeys wherever this can be achieved safely and appropriately.
- 5.14 There has been a significant increase in the number of Personal Travel Allowance (PTA) payments, which is a positive development. This may contribute to a reduction in expenditure on other more expensive alternative options later in the financial year. However, it is currently too early to quantify the potential financial impact, as data for the new academic year will not be available until October.

Placements

- 5.15 The main financial risk within the FPPP service continues to be the cost of children's placements, particularly residential care and secure placements for young people, although for quarter 2 a break-even position is being reported.
- 5.16 As reported in Quarter 1, it is expected that the Council will experience increases in the number of high-cost residential placements during the second half of the financial year, resulting in additional financial pressures. The 2026/27 budget includes growth funding to reflect expected demographic and inflationary pressures and allows for some increase in placements later in the year. Any significant financial impact is most likely to arise from new residential placements and secure placements for young people who are remanded.
- 5.17 As of July 2026, the number of residential placements has remained stable and the current forecast remains that the placements budget will break even by year-end. The same assumptions remain as reported in Quarter 1: based on the latest figures, the final outturn could range from an underspend of £1.5m if

residential placement numbers remain at the current level throughout the year, to an overspend of £2.4m if placement numbers increase beyond the budget growth allowance.

- 5.18 The placements budget is affected by a range of factors in addition to the number of residential care placements. These include fluctuations in the volume and cost of other placement types, changes in grant funding and external contributions, such as funding for Unaccompanied Asylum-Seeking Children (UASC), and the number of young people requiring secure placements following serious offending behaviour. Robust oversight arrangements remain in place, including a monthly Residential Placements Panel chaired by an Operational Director and a bi-monthly Placement Steering Group chaired by the Corporate Director, Children, Young People and Community Development. These forums provide ongoing scrutiny and monitoring of placement activity, demand trends, and associated expenditure.

Other pressures

- 5.19 The forecast pressure of £0.2m in Community Development includes undelivered savings against the reduction in contract for targeted services in the Employment and Enterprise area and staffing pressures in the Community Safety and Prevention area.
- 5.20 There is an overspend of £0.1m in the Family Support and Child Protection team mainly due to client subsistence and legal costs relating to Children in Need and Children in Care.

Areas of underspend

- 5.21 There is an underspend of £0.6m against the budgets held centrally to cover pressures within the directorate.
- 5.22 Of the £0.8m forecast underspend within the Early Help service, £0.6m relates to the strategic application of grant funding to offset expenditure that meets the eligibility criteria of the Children and Families Grant. The remaining £0.2m underspend is primarily attributable to staff vacancies within the Targeted Prevention Hub and the use of alternative grant funding streams to support posts that would otherwise be funded from the General Fund

Risks and uncertainties

Adult Education and Other Service Pressures

- 5.23 There are potential financial pressures arising from a reduction in Adult Skills Fund (ASF) grant funding, alongside increased staffing, supplies and service costs. There is also a risk that planned savings linked to the reduction of contracts for targeted services may not be fully delivered. An on-going review of this area will identify mitigating actions, including securing additional external funding opportunities and controlling expenditure where possible.

Legal Costs

- 5.24 There is an ongoing risk relating to expenditure on judicial review cases and substantial legal costs associated with age assessments for Unaccompanied Asylum-Seeking Children (UASC). This pressure is expected to be mitigated by utilising underspends from other areas across the directorate.

Other Service Risks

- 5.24 A number of other financial risks exist across specific service areas within the Directorate. However, at this stage, these are expected to be managed within existing service budgets and do not present a significant risk to the overall directorate's forecast.

Children's Social Care Transformation Funding

- 5.25 The Department has secured significant new government funding through the Families First Partnership programme. This includes £4.49m Children's Social Care Transformation Fund, in addition to the existing £1.4m Children's Social Care Prevention Grant. Together, these funding streams provide an important opportunity to strengthen early intervention and preventative services, including targeted early help, child in need support, and child protection activity.

2026/27 Savings

- 5.26 The directorate is required to deliver £1.6m of savings in 2026/27 as part of the Council's wider budget strategy. These savings are expected to come from a range of measures, including improved grant management, stronger procurement and contract management, rationalisation of lower value expenditure, greater use of technology and automation, tighter control of agency costs, a review of fees and charges, and improvements to customer access and service delivery.
- 5.27 The service is confident that about £1.2m of these savings can be delivered. However, overall savings for the directorate are particularly challenging due to the demand led and volatile nature of some of the children's budgets.

In year savings

- 5.28 The directorate has identified £600k of in-year savings through the strategic use of government grants to fund eligible expenditure that had previously been met from baseline budgets. These savings have already been incorporated into the current forecast position. The Directorate continues to maintain a robust review of expenditure, with particular focus on staffing costs, which represent a significant proportion of the overall budget. Appropriate controls are in place to ensure rigorous scrutiny and approval of all new recruitment activity. Work is ongoing to identify further in-year savings opportunities, which may enable an improvement in the Directorate's forecast outturn position by year-end.

Summary of Key Assumptions

- 5.29 Table 8 sets out the principal assumptions used in preparing the forecast. Variations in these assumptions could have a significant impact on the projected financial position.

Table 8: Summary of key forecast assumptions for Children, Young People and Community Development

Key Assumption	Downside if worse	Upside if better	Mitigations
LAC and Care Leaver placements forecast assumes numbers of 820 FTEs and unit costs reflect current trends. Forecast allows for 50 residential placements by the end of the financial year.	An increase in the number of high cost residential or secure placements would place additional pressure on the budget. e.g., an increase by 5 placements in year could cause an additional pressure of £1.9m.	Increased step-down arrangements result in falling number of residential placements. A single stepdown from a residential placement to a semi-independent placement could reduce expenditure by c£0.2m in-year	Ongoing review of packages for best outcomes and focus on stepdown arrangements to support children to transition from residential to foster and/or semi-independent placements. Supporting the transition of care leavers to their own tenancies, to improve outcomes and independence. Innovative support and partnering with Health for CYP Mental Health and Wellbeing, among other preventative measures.

			Use of the Council- run care home
Health contributions for CYP placements and Children with Disabilities (CWD) packages will be even lower than the current 2026/27 forecast assumptions.	The cost will not be mitigated by these contributions in proportion to the overall demand.	It will assist in mitigating overall net spend.	Maximising joint funding approaches with health to ensure contributions to placement costs where applicable.
Assume numbers of SEN clients requiring transport do not increase significantly (in particular solo taxi users) and the take up of Travel Assistance is in line with expectations.	An increase in the numbers would place additional pressure on the budget.	Underspend in the budget.	Tracking and monitoring KPIs through SEN Transport Boards. Continuing contract monitoring.

6.0 Neighbourhoods and Regeneration

Table 9: 2026/27 Quarter 2 forecast for Neighbourhoods and Regeneration

Neighbourhoods and Regeneration	Budget (£m)	Forecast (£m)	Overspend / (Underspend) (£m)
Public Realm	24.9	24.1	(0.8)
Inclusive Regeneration & Climate Action	3.2	3.1	(0.1)
Property & Assets	7.3	8.2	0.9
Total	35.4	35.4	0.0

Summary

- 6.1 Neighbourhoods and Regeneration Directorate are currently forecasting a breakeven position as at Quarter 2.
- 6.2 The 2026/27 budget includes growth funding of £6.8m. This includes £3.8m to account for the expected inflationary and demographic impact on contracts within the department, and an additional £3m investment in Public Realm and Street Cleansing agreed by Full Council in February 2026. This Public Realm investment is designed to deliver clearer and more visible improvements in cleanliness across the borough. The budget also reflects the savings target for the directorate of £2.5m.

Risks and uncertainties

- 6.3 Within Inclusive Regeneration & Climate Resilience, a forecast underspend of £0.1m is reported at Q2. There continue to be pressures within Building Control and Schools and Asset Management, however work continues to manage expenditure and maximise available income and funding to support the £0.1m underspend forecast position. There remains a risk to the position should existing pressures increase or the anticipated benefits not be fully achieved.
- 6.4 Building Control is forecasting an overspend of £0.5m due to income levels remaining below budgeted assumptions. Historic income targets were set during a period of higher levels of major development activity and stronger market share. However, following the introduction of the Building Safety Act in October 2023, applications relating to Higher Risk Buildings are now submitted directly to the Building Safety Regulator, with charges being levied on a cost recovery basis. Combined with a slowdown in major development activity, this has resulted in a sustained reduction in the level of income available to the service. Current income expectations are therefore being reviewed to ensure they remain realistic within the context of the new regulatory framework. In addition, the service is required to operate within the CIPFA Building Control accounting framework, which requires certain income streams to be ringfenced for specific chargeable activities, whilst non-chargeable functions must be funded through the General Fund. This limits the flexibility available to offset financial pressures and reinforces the need to ensure budgets accurately reflect current service requirements. The service also continues to face workforce-related pressures. Recruitment and retention of qualified Building Control surveyors remain challenging due to a nationwide shortage of suitably experienced professionals, resulting in difficulties filling vacancies and maintaining resilience within the existing team. An ageing workforce profile presents a further medium-term risk through potential loss of specialist knowledge and expertise. In order to mitigate the current year pressure, the service is implementing a range of in-year management actions, including tight control of vacancies and expenditure, reviewing service delivery arrangements, ensuring fee income is invoiced and collected promptly, and pursuing opportunities to maximise fee-earning activity. Whilst market conditions and the Building Safety Act reforms limit the extent to which income can be increased, the service

continues to identify opportunities to improve performance and reduce the forecast overspend. Longer-term options are also being considered through the wider review of the service under the new Property and Building Safety leadership structure, with the aim of securing a financially sustainable and fit-for-purpose service.

- 6.5 Planning and Development services continue to face similar pressures, with application and pre-application fee income remaining below historic levels due to the ongoing economic climate. No changes to the fee structure are proposed for 2026/27 and current arrangements will therefore continue, providing a stable position for the service during the year. Land Charges income is expected to remain stable during 2026/27; however, the transfer of the Local Land Charges Register (LLC1) service to HM Land Registry means that income of approximately £0.2m per annum will cease from 2027/28. Work is underway to identify opportunities to manage the resulting budget pressure. Looking ahead, planning fee reform for local authorities may be introduced in future years, although the outcome and financial implications remain uncertain at this stage.
- 6.6 Schools and Asset Management is forecasting an overspend of £0.4m, largely due to security and compensation payments associated with property assets, alongside legal and compliance-related costs. A number of these costs had previously been assumed to be capital in nature but are required to be charged to revenue, creating a budget pressure during the year. These pressures are partly offset by staffing underspends, and officers are reviewing expenditure and funding options to reduce the impact on the overall directorate position.
- 6.7 Within the Public Realm service, the Service Development and Contract Performance team is forecasting a budget pressure of £0.7m. This is primarily due to business rates associated with six depot operations, borrowing costs relating to capital investment in RLS vehicles and additional staffing costs arising from changes to shift patterns and increase in waste tonnages under the Veolia contract.
- 6.8 Ad-hoc waste contract costs are being monitored closely due to ongoing demands on the service to collect additional waste, the removal of graffiti, and increased new container requests. The service is adapting an improvement strategy through campaigns, promotion of waste diversion and increase recycling participation to absorb some of the above pressures within allocated budgets.
- 6.9 The Parks Service is forecasting an overspend of £0.2m due to pavilion hire income being below the budgeted level. Income generation is currently constrained by the condition of several park buildings, which require renovation and improvement. Capital and revenue investment will be necessary to bring these assets up to a suitable standard, enabling them to be effectively marketed and increasing future hire income opportunities.

- 6.10 Focus for waste programmes in 2026/27 include the roll-out of services required to comply to Simpler Recycling requirements such as the roll-out of food waste collection to flats above shops and properties on North Circular Road as well as the collection of flexible plastics. Other key projects include the roll-out of twin stream recycling to all 1,400+ communal properties, alongside improvements to bin infrastructure, signage, and containers. A dedicated project team will be established to ensure delivery, performance management, and long-term embedding of improvements. This will ensure that Brent is compliant with the required recycling policies but also improve the recycling performance leading to reduced disposal costs on residual waste.
- 6.11 A strong focus will be placed on driving sustained behaviour change and improving material quality. Key initiatives include expanded education and engagement activity across schools, estates, faith, and community groups. The programme will aim to increase participation, reduce contamination, and improve capture rates across all material streams. In parallel, the service will be enhanced through consistent free provision of reusable recycling sacks for paper and card, food caddies, and caddy liners. Collectively, these initiatives are designed to deliver measurable improvements in recycling performance while ensuring the service remains accessible and aligned with future national requirements.
- 6.12 Within waste contracts upcoming priorities for 2026/27 will centre around a program of works to utilise Packaging Extended Producer Responsibility (pEPR) funding to support the transformation of waste and recycling services. Funding for this was first allocated in 2025/26, with a further £5.3m expected to be received in 2026/27. The proposed approach is to allocate funding across a balanced programme.
- 6.13 Property and Assets is forecasting an overspend of £0.9m at Quarter 2. The most significant pressure relates to Commercial Property, where rental income is forecast to remain below budget due to vacancies and assets held for sale. The commercial income budget continues to reflect historic assumptions which have become increasingly challenging to achieve, particularly following structural changes in the office market since the pandemic and changing demand for office accommodation. The service continues to actively market suitable vacant accommodation, progress lease events and explore opportunities to maximise income across the portfolio. Facilities Management is also reporting pressures arising from repairs expenditure that is required to be charged to revenue rather than capital, together with staffing pressures across Cleaning and Security services. Recruitment activity has been impacted by the ongoing service reorganisation, resulting in delays in filling vacant posts and an increased reliance on temporary resources. In addition, a pressure remains within the Directorate relating to unachieved savings targets, partially offset by staffing vacancies.
- 6.14 These pressures are partially mitigated by an anticipated underspend within the Council's energy budgets. Based on the latest forecasts from the

Council's energy supplier and energy contracts secured for future supply, energy costs are expected to remain below budget in 2026/27, generating a forecast underspend of £0.6m. This favourable variance helps offset wider pressures across Property and Assets; however, the service continues to closely monitor both energy costs and overall expenditure to manage the forecast year-end position.

2026/27 Savings

- 6.15 As part of the savings programme for 2026/27, Neighbourhoods & Regeneration are required to deliver £2.5m of savings. Savings were identified within efficiency and income maximisation programmes, and also departmental specific savings.
- 6.16 The Healthy Streets and Parking Service is forecasting an in-year saving of £1.4m. The service is generating additional income through the installation of new enforcement cameras, the expansion of CCTV enforcement to a further 20 locations, the implementation of new AI ANPR software, and increased suspension income arising from construction activities across the borough.
- 6.17 Within the directorate specific savings, there are some risks to delivery:
- NR01 26-27 Lane Rental - It was expected the Lane Rental scheme would come into operation in Autumn 2026 and immediately generate income for the Council. There are delays to this scheme whilst its approval transfers from DfT to the London Mayor, and it is now unlikely to be operational and generate any income in 2026/27.
 - NR02 26-27 – Asset utilisation. A number of options were considered for this saving, with the final one identified as looking to establish Padel Courts within the Borough. The delivery model of this scheme has yet to be confirmed which is leading to delays. More options to progress this expediently will be put into action.
- 6.18 The department expects to be able to mitigate the Lane Rental saving in 2026/27, however the asset utilisation saving remains a pressure on the budget.
- 6.19 Inclusive Regeneration and Climate Action have identified a number of potential savings and budget management opportunities which are currently being developed assessed as part of the work to manage the underlying pressures within the service.. These include proposals relating to The Pages development, where an offer has been made to acquire 46 affordable housing units as part of the Wembley Housing Zones project, generating a positive financial impact through reduced General Fund land receipts and benefits to the Housing Revenue Account. In addition, a review of the Building Control service is planned alongside the recruitment of a new Director of Property and Building Safety, with the aim of reshaping the service to achieve a more financially sustainable balance between income

and expenditure. The only quantified saving identified to date is the funding of 65% of a Heat Network staff post through the Green Heat Network Fund grant, delivering an estimated saving of £63k in 2026/27. Other opportunities remain subject to further assessment and quantification and, as a result, there remains delivery risk associated with achieving the overall forecast position.

- 6.20 Property and Assets is progressing a range of measures to mitigate financial pressures and improve the long-term sustainability of the service. These include reducing reliance on external keyholding arrangements, agency staff and overtime, alongside ongoing work to identify efficiencies through energy management and workforce planning. The service continues to actively manage the property portfolio through lease renewals, rent reviews, marketing of vacant accommodation and consideration of alternative uses for under-utilised assets. Opportunities to generate additional income from the Council's estate are also being explored, including the letting of newly completed commercial units within the Wembley Housing Zone and Church End developments. While these initiatives are expected to improve the financial position over time, a number remain at an early stage of development, and their full financial impact has yet to be quantified. A key priority is the successful letting of 15 newly completed commercial units within the Wembley Housing Zone and Church End developments, which have the potential to generate approximately £650k of annual rental income once fully occupied.

In Year Savings

- 6.21 In year savings of £1.2m have been identified by the Directorate, which largely comes from the implementation of new CCTV enforcement cameras to immediately improve safety and assist with congestion issues. These cameras benefit from a short installation time allowing them to become operational in this financial year to achieve immediate safety results. Where offences are spotted PCNs will be issued and therefore bring an income source to the Council. This projected income is included in the Q2 forecast and is therefore assisting to alleviate some of the noted in-year pressures in the Directorate. Further work is ongoing to identify further in-year savings.

Summary of Key Assumptions

Table 10: Summary of key forecast assumptions for Neighbourhoods and Regeneration

Key Assumption	Downside if worse	Upside if better	Mitigations
That newly implemented in-year savings can be achieved. This also assumes that the service would otherwise have broken even.	If the savings are not achieved, it will put pressure on the Council's overall budget.	There are significant pressures on the Council's overall budget, so if further savings are achieved to will go towards alleviating this.	Work has already begun to implement the savings. And alternative proposals are sought where not fully achievable through the original proposal.
Building Control is able to mitigate pressure on its income generation.	In 2025/26 the department reported a £630k overspend, without mitigation the same could occur.	The department is able to generate more income providing additional revenue to the Council.	Cases arriving through the BSR are being closely monitored to ensure accurate forecasting. A reserve was created in 2023/24 to mitigate pressures whilst a longer term plan is implemented. In 2026/27 there is £340k remaining.
Recycling performance will improve and material prices for the recyclates will be in the forecast range.	There is a £529k difference between the central and worst case when modelling the cost of the recycle reprocessing budget.	If recycling improves it will reduce the cost of waste disposal, leading to a rebate on forecast charges. Based on prior years this could be up to £500k.	The monthly data around tonnage, rejections and market prices for recycling are closely monitored. With ongoing work to improve recycling performance.
The waste contract has some variable elements which are paid for as used, for example winter maintenance. It is	This is demand led service can create a financial pressure for the service due	The expected budget for this element would not be utilised. This could then be used to cover pressures	The service is aware of the costs of the variable elements. The volume is therefore closely monitored to

assumed that usage will be within the expected range.	to severe winter weather.	within the service which are mentioned above.	ensure that the usage is appropriate.
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7.0 Finance and Resources

Table 11: 2026/27 Quarter 2 forecast for Finance and Resources

Finance and Resources	Budget (£m)	Forecast (£m)	Overspend / (Underspend) (£m)
Finance Services	12.4	12.3	(0.1)
Organisational Assurance & Resilience	5.0	5.0	0.0
Shared Technology Services	0.0	0.0	0.0
Human Resources & Organisational Development	4.4	4.3	(0.1)
Legal Services	5.4	5.4	0.0
Democratic Services	8.4	8.3	(0.1)
Total	35.6	35.3	(0.3)

Summary

- 7.1 The Finance & Resources directorate is forecasting an underspend of £0.3m at Quarter 2.
- 7.2 Democratic Services and Organisational Assurance & Resilience now include Policy and Communication departments, which were previously reported within Service Reform & Strategy.

Risks & Uncertainties

- 7.2 Human Resources & Organisational Development is forecasting an underspend of £0.1m, mainly due to in-year savings arising from vacant posts. Although some vacancies have since been filled, this has been offset by additional income generated by the Recruitment Team.
- 7.3 Legal Services is currently forecasting a break-even position. Work continues to mitigate the pressures arising from a reduction in staff time working on capital projects and delays in implementing a new income stream from recharging procurement contract work to third parties.
- 7.4 The Insurance Service are currently forecasting a break-even position. However, the service has experienced increased claims activity and rising

repair and damage costs in the year to date. The position is being closely monitored, with regular reviews of individual claims and forecast expenditure to minimise the risk of an overspend and ensure spending remains within the approved budget.

2026/27 Savings

- 7.5 The directorate is required to deliver £1.5m of savings in 2026/27. These savings have all been identified within the directorate as part of the savings programme and include measures across the themes of commissioning & procurement, digital programme, efficiency, workforce and income maximisation.
- 7.6 Work is progressing to ensure saving plans are implemented and at Quarter 2 all savings are expected to be achieved in 2026/27. In particular, with commissioning savings, contracts have been reviewed to ensure the necessary amendments are made to ensure the saving is deliverable in year. On the digital programme, projects are expected to still progress but it may be beyond 2026/27 before the saving is fully achieved. Where any savings are not achievable through their original proposal or delays are anticipated, the department have looked for other opportunities to ensure the total savings are still delivered.
- 7.7 A review of in-year savings opportunities has identified £0.3m of savings which are included in the Quarter 2 forecast. Of these savings £0.2m have come from the holding of staffing vacancies within HR & Finance. A further £0.1m has come from an expected over achievement of income through bookings within Conference & Events.

8.0 Residents and Housing Services

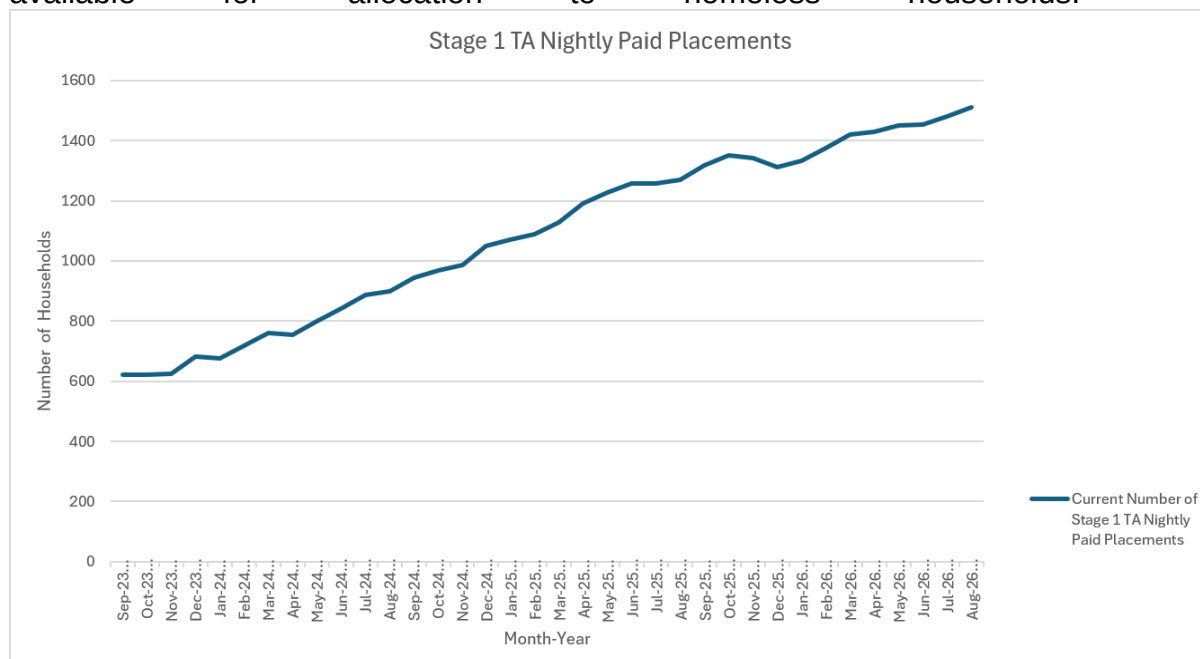
Table 12: 2026/27 Quarter 2 forecast for Residents and Housing Services

Residents and Housing Services	Budget (£m)	Forecast (£m)	Overspend / (Underspend) (£m)
Housing Needs and Support	37.2	44.9	7.7
Housing Partnership and Tenant Engagement	2.5	2.5	0.0
Private Housing Services	0.1	0.1	0.0
Residents Services	22.4	22.4	0.0
Housing and Resident Services Corporate Director	0.1	0.1	0.0
Total	62.3	70.0	7.7

Summary

- 8.1 Residents and Housing Services is forecasting a £7.7m overspend at Quarter 2, representing an improvement of £1.8m compared with the position reported at Quarter 1. Significant pressures continue to be experienced by this directorate, largely in the Housing Needs and Support service. While mitigation plans are in place, delivery risks remain, particularly in relation to housing supply and market conditions.
- 8.2 The Housing Needs and Support budget overspent by £11.7m in 2025/26 due to an extremely high level of demand for this service and a lack of affordable Private Rented Sector (PRS) offers. In 2026/27, £8m of growth was built into the base budget to deal with continuous pressures and demand. Projections and forecasts for 2026/27 are continuously under review, modelling the current demand and costs in comparison to projected trends and movements.
- 8.3 In April 2026, there were 1,428 households in nightly paid accommodation, compared with 1,182 households in April 2025. This represented an overall increase of 9% since December 2025, when 1,312 households were in accommodation, with approximately half of the annual increase occurring between Q3 and Q4. As a result, the 2026/27 financial year began with a projected overspend of £3.7m, with revised demand for 2026/27 estimated to cost a further £1.9m above initial assumptions. 1,517 households are currently in nightly paid accommodation as of the end of August.
- 8.4 Since the budget was set in February, there have been continued inflationary pressures, particularly relating to provider costs, although the scale remains subject to ongoing review. The original assumption of a £1.4m increase for 2026/27 reflected the best estimate at that time; however, more recent information suggests average costs have risen by around £10 a night per placement. Based on current activity levels, this could result in expenditure being up to £3.9m higher than initially anticipated for 2026/27. These figures remain indicative and will continue to be monitored as part of regular financial updates.
- 8.5 Demand continues to increase in the nightly paid accommodation cohort. There has been an overall increase of 2% (30 households) in the use of nightly paid accommodation since the beginning of the financial year, in line with the increase observed in 2025/26. While this represents a slower rate of growth compared to previous periods, the substantial increases seen in prior financial years have resulted in a significantly high baseline of households in Stage 1 accommodation. This, coupled with increases in nightly rates from current providers, remains a concern. The slower rate of growth is a direct result of the recent influx of new-build social housing, which has been

available for allocation to homeless households.



- 8.6 The Council is expecting 406 new properties to be added to its portfolio during 2026/27 as part of the Capital Programme. These are mostly HRA properties (e.g., Massey House, Willowbrook House), some of which may house people in temporary accommodation, depending on allocations, therefore alleviating pressures on this service. In 2025/26, of the 265 social housing allocations made to homeless households from the properties at Clearwater, Aneurin Bevan Court, and Fulton Road, 162 were direct offers targeting individuals in the most expensive forms of temporary accommodation. These households were prioritised based on their placement in higher priority bands (A and B), with the aim of reducing overall accommodation costs. The remaining 103 properties were allocated through Locata via the Choice-Based Lettings (CBL) system. These were offered to households who submitted bids and are in the highest priority banding, with allocations made in order of longest waiting time. The absence of mandatory auto-allocations for households in the highest priority bands within the Locata system continues to be a limiting factor in managing housing demand effectively. The options for implementing this approach are being explored. An annual cost saving of approximately £4.8m could be achieved on stage 1 accommodation as a result.
- 8.7 If the remaining social housing homes within the current pipeline are made available with an average occupancy of 3 months during the financial year and used to target the households in the most expensive forms of temporary accommodation, this could result in a cost avoidance of circa £1.8m in 2026/27. However, due to the increasing level of demand, the number of households in TA and the associated costs, there is a risk that this benefit could be counterbalanced.
- 8.8 In addition, if a household is moving out of a leased TA unit into the new council accommodation, then the void will be used to decant a family from

Stage 1. However, if there is less than six months left on the lease, and the owner does not renew, which has been the case as more landlords are leaving the PRS market, a hand back will be required. Therefore, there is no void to use for a decant resulting in no cost avoidance.

New Supply of Temporary Accommodation & PRS

- 8.9 The increase in supply for new temporary accommodation is achieved by seeking new accommodation via acquisition or leasing.

Acquisition:

- 8.10 While 42 properties have been successfully acquired under the LAHF programme, the transition to bringing these homes into active use has progressed more slowly than anticipated. Following acquisition, some properties have remained vacant due to a combination of process-related delays and timing constraints associated with the utilisation of grant funding. This has led to further pressures on temporary accommodation provision into 2026/27, as households remain in nightly paid accommodation awaiting move-on opportunities. To mitigate this going forward, the team are implementing strengthened reporting and monitoring arrangements and are reviewing end-to-end processes to support a timelier progression from acquisition to occupancy.

- 8.11 Leasing:

Various leasing options continue to be assessed to secure cost-effective nightly paid placements. However, negotiations, assessments and evaluations require time.

- 8.12 To help accelerate progress and strengthen commercial negotiations, Greenlight Commercial & Consulting have been engaged to support this workstream with a number of lease proposals in review. Greenlight also work to decant the top 100 most expensive nightly paid placements to cheaper accommodation. The aggregate cost reduction per night from this exercise is c£4,000.

- 8.13 Greenlight sourced over 300 units that are due for completion in 2026/27, with occupancy expected to be staggered throughout the year. These are 10-years plus one day leases, enabling the full LHA rate to be recovered under the housing benefits subsidy rules.

- 8.14 Private Rented Sector Acquisitions - I4B Holdings Ltd:

I4B Holdings Ltd continue with an acquisitions program and are on track to deliver 19 street property acquisitions to allow for discharge of duty to households from the housing waiting list into PRS. They regularly review the viability of new build/block purchases which could provide significant numbers of accommodation for the company. This route continues to provide steady investment in cost avoidance measures to mitigate our housing

waiting list which currently saves the Council circa £6m per annum on stage 1 accommodation costs.

- 8.15 In April 2024, a new model of support for Brent residents was developed for three years through the piloting of Cost-of-Living Outcome Based Review (OBR) projects and guided by a series of design principles. The approach has a single, joined-up model including the Community Wellbeing Programme aligned with the Resident Support Fund (RSF), to support residents to be more resilient in the longer term and aligns closely with strategic priorities and related projects. The RSF supports the Council's approach towards addressing key community needs through strategic funding and partnerships, ensuring impactful and sustainable support for residents. £1m of recurring funding has been allocated in the Medium-Term Financial Strategy (MTFS) to support this model.
- 8.16 Other services within the department are projecting to achieve a break-even position for the year. The 2026/27 budget has been set considering assumptions around future demographic changes, the impacts of the cost-of-living crisis and inflationary trends. It is based on these assumptions and current trends that the Residents and Housing Services department is forecasting to achieve a balanced financial position. However, there are risks and uncertainties that could impact the year's final financial outturn position.

Risks and uncertainties

- 8.17 Housing Needs and Support continues to represent the most significant area of pressure within the department. This is primarily driven by an exceptionally high and sustained level of demand for housing services and emergency accommodation, a challenge that is experienced nationally but particularly acute within London. As of the end of 2025/26, Brent received 8,795 homelessness support applications, including 5,309 from single individuals and 3,486 from families. This volume equated to approximately 169 new applications per week, underscoring the sustained and intense demand for housing services. This level of demand reflects a 21% increase compared to the 7,285 applications recorded during the 2024/25 period, with the need for housing support and associated costs remaining elevated. The volume of individuals and families requiring assistance continues to place considerable strain on resources, leading to sustained high costs for the provision of services.
- 8.18 The Renters' Rights Act 2025 has now become law and whilst it is anticipated that some landlords will exit the private rented sector market, resulting in a possible increase of homeless applications, it is anticipated the new legislation will have an overall positive impact on homelessness demand. This is because the ban on Section 21 'no fault' evictions in the private rented sector, implemented on 1 May 2026 means that all new possession claims will proceed under Section 8 instead. As of 1 August 2026, old Section 21 notices are invalid. Landlords will be able to serve a Section 8 notice for reasons such as rent arrears, anti-social behaviour, selling the property or where a close family member needs to move back in. However, there will

need to be clear evidence to support the grounds, and the claim can still be contested by the tenant. Projections will be updated once more data becomes available on the impact of the legislation.

- 8.19 Given that these challenges are being experienced across London, the availability of Bed and Breakfast (B&B) and annexe accommodation is severely limited throughout the capital. This shortage of suitable accommodation is driving reliance on higher-cost providers and, in some cases, placements outside of Brent. Such arrangements not only increase financial pressures due to elevated accommodation costs but also impose additional burdens on families, including increased travel expenses for children attending schools in Brent.
- 8.20 The supply of settled TA properties, leased from private landlords and intended to transition families out of Bed and Breakfast (B&B) and annexe accommodation, has also declined. This reduction is primarily driven by a decrease in the procurement of new properties under Private Sector Leasing (PSL) schemes, coupled with landlords opting not to renew leases on existing properties upon expiration.
- 8.21 A targeted programme of work has been established to address and contain the projected overspend. Multiple workstreams have been initiated, focusing on improving the affordability of temporary accommodation and exploring new and alternative housing supply options. Council officers are proactively renegotiating contract prices and identifying alternative solutions to relocate some of the highest-cost cases, with the objective of reducing overall expenditure within the Housing Needs service. Officers continue to rigorously assess and manage homelessness applications to prevent or relieve demand where possible. In the 2025/26 financial year, 67% of homelessness approaches were successfully prevented or relieved.
- 8.22 In the 2026/27 financial year, i4B is continuing its street property acquisition programme with an initial target of acquiring 19 homes. i4B, a housing company wholly owned by Brent Council, was established to acquire, let, and manage a portfolio of affordable, high-quality PRS properties. These properties are leased to homeless families at Local Housing Allowance (LHA) rates, enabling the Council to prevent or discharge homelessness duties, thereby reducing reliance on temporary accommodation and associated costs while ensuring families have access to secure and responsible landlords. i4B remains self-financing, with the current portfolio generating annual savings in temporary accommodation costs. This self-financing portfolio generates annual savings exceeding £6m by reducing reliance on temporary accommodation. While new builds and acquisitions alone will not fully resolve the homelessness challenge, the Council is actively utilising its available resources and powers to expand housing supply. Any additional supply secured through i4B will contribute to mitigating the risk of overspending and help manage future housing costs.
- 8.23 In addition, supported exempt accommodation properties continue to create financial pressures for the Council and represent a budgetary risk for

2026/27. Unlike other landlords, providers of supported exempt accommodation are not bound by Local Housing Allowance (LHA) caps and can charge higher rents once they demonstrate that support services are being provided. Housing Benefit subsidy levels depend on Rent Officer determinations, which are based on the rent claimed by providers. This issue reflects a national challenge, highlighting the need for clearer regulation regarding the criteria that providers must meet to qualify as Supported Exempt Accommodation. Greater clarity on what constitutes minimal care would enable a more consistent approach to assessing individual support needs across the sector. Historically, costs associated with supported exempt accommodation have not posed a significant budgetary pressure for the Council and have been managed within corporate central budgets. However, an overspend of £2.1m occurred in 2025/26 and this area of spend is being carefully monitored.

- 8.24 A dedicated working group has been established within the Council with the objective of minimising opportunities for exploitative landlords to enter the Supported Exempt Accommodation market. The group has developed a clear strategy outlining the Council's processes for reviewing both new landlords seeking to join this market and those already operating within it. Senior managers have met with the providers with the greatest subsidy loss to the council to discuss options to reduce this loss. The reviews process will also assess individuals' support care needs and verify that providers are delivering the appropriate level of care. This strategy and reviews process should bring the cost of SEA under control and, in time, should lead to cost avoidance and/or savings. The Supported Housing (Regulatory Oversight) Act 2023 introduced a number of important reforms to the supported housing system, with a particular focus on reforming supported exempt accommodation (SEA). The strategy introduced the Government's requirement of councils to develop a local supported housing strategy by end of 2026/27. It also introduced the Government's intention to introduce a dedicated supported housing licensing scheme that Councils would be asked to deliver. To address this the Council has established a dedicated working group to focus on developing a clear strategy. This will involve reviewing both new and existing landlords and verifying the adequacy of care provision. The Council continues horizon scanning to ensure alignment with emerging regulatory requirements and to inform future operational and financial planning.

2026/27 Savings

- 8.25 A total of £2.6m in savings is planned to be delivered from the department's budgets in 2026/27. Savings delivery across the service areas is progressing broadly in line with planned timelines, with all proposals supported by defined delivery approaches and clear accountability. Income generation initiatives, including Registration, Cemeteries and Licensing, are performing positively, supported by uplifted fees and increased demand.
- 8.26 Workforce-related efficiencies, particularly agency control measures, are being realised through strengthened governance and recruitment to

permanent roles, reducing reliance on temporary staffing. Programme-based savings, such as the Resident Experience Board, are advancing, with benefits emerging incrementally as implementation is embedded, though these continue to require close oversight to ensure full financial realisation. Demand-led savings linked to the shift from Housing Benefits to Universal Credit have progressed. However, the Housing Benefit team's caseload remains high due to residual Housing Benefit work and a slight rise in Council Tax Support assessments. The team is monitoring impacts on assessment timescales, and mitigations include recruitment to vacancies and automation. Efficiency savings allocated per service level are largely on track, with delivery plans in place and monitored regularly. Commissioning and Procurement savings arising from long term temporary accommodation leasing deals are in line with planned timelines.

- 8.27 The original plan to deliver £0.2m of savings through the Xantura platform is no longer viable for 2026/27 due to development delays and increased integration costs. Instead, savings will be achieved through enhanced early intervention by increasing staffing capacity within the Family Wellbeing Centres to prevent homelessness.

Summary of Key Assumptions

Table 13: Summary of key forecast assumptions for Residents and Housing Services

Key Assumption	Downside if worse	Upside if better	Mitigations
The additional number of homeless people can be managed within the existing forecast.	Each person costs on average £326 per week to accommodate, therefore any further increases in demand would result in a circa £0.1m per quarter for every 20 people.	Faster progress on homeless pathways or any decrease in demand will reduce expenditure by £326 per week per person.	The service is focusing on moving homeless clients along the various pathways. Various project workstreams are focusing on sourcing additional housing supply to alleviate some of the pressures.
Rent collection rates for the Housing Needs service will not fall below the anticipated level.	A 5% worsening in the collection rate will cost £0.3m per quarter	A 5% improvement in the collection rate will recover £0.3m per quarter	Collection rates are being closely monitored and investigations into the drivers for the movements in the collection

			rates are ongoing.
Other inflation linked costs can be contained within existing budgets.	A 3% increase in costs above budgetary assumptions could cost an additional £1.2m per annum	A 3% cost reduction in costs would result in a circa £1.2m saving for the year.	The department continues looking for best way to achieve value for money, utilising the most efficient procurement and service delivery options and negotiations.

9.0 Central items

Collection Fund – Council Tax

- 9.1 The net collectible amount for Council Tax for 2026/27 (after exemptions, discounts and Council Tax Support) as at 31 August 2026 was £251m. As at the end of August 2026, the amount collected was 43.7% which is 0.5% higher than the amount collected in the same period in 2025/26, and 0.4% higher than the amount collected in the same period in 2024/25.
- 9.2 The collection rate for working-age Council Tax Support (CTS) claimants was 37.3% as at 31 August 2026, compared with 36.5% at the same point in 2025, representing an improvement of 0.8 percentage points. In total, 73% of working-age CTS households have made a payment towards their 2026/27 Council Tax liability.
- 9.3 To continue with offsetting the impact of the changes on the recipients of CTS, a Hardship Fund was agreed as part of the 2026/27 budget, providing £1.5m of support, £0.4m of which is funded by the Greater London Authority (GLA). As of 31 August 2026, 1,445 applications have been received for support from this fund and 1,094 (75%) have been approved. The dispatch of recovery notices and wider promotion of the fund have generated more applications for this support.
- 9.4 As at 31st March 2026 the total CTS awarded was £25.9m. As at 31st August 2026 the total awarded has increased to £28m (increase of 2.1m). Key factors contributing to this increase include the increases to the tax base; growth in the number of households applying for CTS; proactive ongoing work through the Income Maximisation Project to identify residents entitled to support; increased uptake from targeted campaigns and signposting through council services; continued cost of living pressures meaning more residents qualify and existing claimants assessed for higher levels of support; improved awareness of available financial support through initiatives revolving around welfare and hardship.
- 9.5 The Council Tax service has made clear progress following the implementation of the Council Tax Improvement Plan, with additional staffing

capacity, more proactive billing and recovery activity, and improved use of data all contributing to stronger performance. Backlogs have been reduced and are being managed, processing times have improved, and the increased volume and timeliness of reminders and summonses are supporting better in year collection. In this context, it is important to note that the total amount to collect in 2026/27 has increased by £13.9m. Arrears recovery has also strengthened, and while progress remains gradual, early evidence shows that the enhanced processes, targeted interventions and resident focused engagement are delivering a positive and sustainable improvement in overall collection performance.

Collection Fund – Business Rates

- 9.6 The budgeted net collectable amount for Business Rates (NNDR) for 2026/27 was £159.5m (after exemptions, reliefs and discounts). This was based on the forecast used for the NNDR1 form in January 2026 and has increased by £9.7m from £149.8m in 2025/26. This increase is largely due to the 2026/27 revaluations of the rateable values of non-domestic properties. The rateable value has increased by 20.6% on the rateable value for 2025/26 based on the NNDR1 forecasts. This is 1% above the national average increase for England.
- 9.7 The actual net collectible amount for NNDR as at 31 August 2026 was £155m, a decrease of £4.5m from the forecast used in the NNDR1. This is driven by additional empty properties and reductions in the gross rates payable by businesses. Further adjustments to this may occur during the year due to increases or reductions in the number of non-domestic properties and successful appeals against rateable values.
- 9.8 Any movement in the net collectible amount for NNDR does not directly affect the General Fund in the current financial year as the overall resources that the Council receives from the Business Rates retention system are determined in the Local Government Finance Settlement. However, where the actual income to the Collection Fund is different to the budgeted amount, Brent's share of the resulting surplus or deficit estimated in January is distributed to or from the General Fund in the following financial year.
- 9.9 As at 31 August 2026, the NNDR collection rate was 41.8%, compared with 43% at the same point in 2025/26, a decrease of 1.2 percentage points. It should be noted that the net collectable debit has increased by £10m since August 2025, reflecting growth in the business rates taxbase. The in-year collection target for 2026/27 is 95.5%. While collection performance is currently below the level achieved in the previous year, performance will continue to be monitored closely throughout the remainder of the financial year to support achievement of the annual target.
- 9.10 The 2026 Revaluation has also resulted in some businesses moving from 100% Small Business Rate Relief into a chargeable position. While this has increased liabilities for a number of ratepayers, the Council is actively engaging with affected businesses to support compliance and maximise

collection. Collection performance continues to be influenced by the significant volume of Checks, Challenges and Appeals (CCAs) submitted to the VOA following recent revaluations. The current estimated processing backlog remains at approximately 180 days. While this continues to delay the resolution of appeals and confirmation of rateable values, the Council is monitoring developments closely and managing the associated risks within its collection strategy.

- 9.11 The wider economic environment continues to present challenges for many businesses, contributing to increased volatility in in-year collection. Business failures, insolvencies, rates avoidance activity and company dissolutions continue to impact recovery. At the same time, a growing number of ratepayers are seeking extended payment arrangements to support cash flow management. Whilst these arrangements can affect in-year collection performance, they help sustain viable businesses, reduce the risk of default and support the maximisation of debt recovery over the longer term.

Virements

- 9.12 Table 14 shows the virements and adjustments which have been entered to adjust the budgets at Corporate Directorate level between 30 April 2026 and 31 July 2026. Cabinet are recommended to approve these virements.

Table 14: Virements and adjustments in 2026/27 budget between 30.04.2026 and 31.07.2026

	2026/27 In-Year Budget at 30.04.2026	In-year growth	Transfer of functions between services	Technical Adjustments	2026/27 In-Year Budget at 31.07.2026
	£m	£m	£m	£m	£m
Service Reform and Strategy	205.7	1.0	(0.4)	(1.0)	205.4
Children, Young People and Community Development	111.0	0.1	(0.2)	0.1	110.9
Neighbourhoods and Regeneration	36.5	0.0	0.0	(1.1)	35.4
Residents and Housing Services	62.3	0.4	(0.2)	0.0	62.5
Finance and Resources	32.7	0.5	0.8	1.5	35.5
Capital Financing	41.8	0.0	0.0	0.0	41.9
Central Budgets	11.7	(2.0)	0.0	0.5	10.2
Core Funding	(501.8)	0.0	0.0	0.0	(501.8)
Total Budget	0.0	0.0	0.0	0.0	0.0

- 9.13 In-year growth items are budget movements from Central Budgets to Departmental budgets which were not actioned at the start of the financial

year. Table 14 includes the following in-year growth items added between 30 April 2026 and 31 July 2026:

- Permanent increase to salary budgets in Service Reform and Strategy for the Corporate Programme Management Office and Change Function (£1.0m)
- Increase to SEN Transport budget in Children, Young People and Community Development directorate to 2028/29 for business case (£0.1m)
- Permanent increase to the budget for members allowances in the Finance and Resources directorate in respect of the employers pension contributions, following the extension of eligibility for membership of the Local Government Pension Scheme to members, effective from 11 May 2026 (£0.1m).
- Temporary funding from reserves to Residents and Housing Services to establish a focused, dedicated Council Tax engagement team for a six-month pilot period (£0.4m)
- Temporary funding from reserves to Finance and Resources Directorate for the Finance Transformation Programme (£0.4m)

9.14 Transfers of functions between services are budget movements between Corporate Directorates, which occur when a department is moved from one service to the other. The virement ensures that the department and the related budget remain together. Table 14 includes the following transfers of functions between services added between 30 April 2026 and 31 July 2026:

- Transfer of salary budgets from Children, Young People and Community Development directorate to Service Reform and Strategy directorate (£0.2m)
- Transfer of ICT budgets from Residents and Housing Services to Service Reform and Strategy directorate (£0.2m)
- Transfer of Change Programme team from Service Reform and Strategy directorate to Finance and Resources directorate (£0.8m)

9.15 Technical adjustments are budget movements resulting from events which are provided for in the MTFs, but only confirmed during the year (e.g. pay award), budget movements resulting from changes to processes (e.g. centralisation of budgets) or other budget movements between directorates resulting from changes to the Council's structure. Table 14 includes the following technical adjustment items added between 30 April 2026 and 31 July 2026:

- Transfer of five cost centres from the Service Reform and Strategy directorate to the Finance and Resources directorate (£1.0m)

- Permanent adjustment to Children, Young People and Community Development Budgets (£0.1m)
- Permanent adjustment to budgets across the Finance and Resources directorate (£0.5m)
- Temporary pro-rata adjustments to Neighbourhoods and Regeneration directorate (-£0.3m) for the in-year growth for Corporate Programme Management Office/Change Function
- Temporary budget adjustment to create income budget in Neighbourhoods and Regeneration for additional income from the West London Waste Authority, which will be deposited into an earmarked reserve in 2026/27 (-£0.8m)

10.0 Dedicated Schools Grant (DSG)

Table 15: 2026/27 Quarter 2 forecast for Dedicated Schools Grant by block

Funding Blocks	Overall DSG Funding 2026/27	Forecast Expenditure	Overspend/ (Underspend)
	£m	£m	£m
Schools Block	126.9	126.9	0.0
High Needs Block	84.1	104.9	20.8
Early Years Block	45.5	45.5	0.0
Central Block	2.5	2.5	0.0
Total DSG	259.0	279.8	20.8

Summary

- 10.1 The DSG funding has reduced by £3.2m from £262.2m in Q1 to £259.0m following a revised allocation in July 2026. The reduction is primarily due to a £2.7m decrease in the School Block allocation, resulting from two schools converting to academy status at the end of June 2026 and therefore no longer being funded through the local authority. The remaining £0.5m reduction relates to the import/export adjustment, reflecting changes in pupil movements between local authorities
- 10.2 The overall DSG budget reflects a forecast of £20.8m as of Quarter 2, compared to the £18.2m reported in Quarter 1 due to changes in the forecasts against the High Needs Block and Early Years Block as set out in the paragraphs below.
- 10.3 The High Needs Block of the DSG is forecast to report a funding deficit of £20.8m at Quarter 2, compared with a deficit of £19.6m at Quarter 1, representing an adverse movement of £1.2m. This is principally attributable to a £0.5m reduction in High Needs Block income, together with continued

and significant growth in top-up funding costs associated with school placements for children and young people with Education, Health and Care Plans (EHCPs).

- 10.4 It should be noted that a deficit of £14.9m had already been identified during the budget-setting process for 2026/27. Although High Needs Block funding increased by £4.3m, this uplift largely reflects the incorporation of the annualised 2025/26 Core Schools Budget Grant (CSBG) for special units and resourced provision, rather than additional funding to address underlying demand pressures. As a result, the increase in funding has not been sufficient to offset the continued growth in EHCP numbers, rising placement costs and broader inflationary pressures, leading to a further deterioration in the forecast position.
- 10.5 At Quarter 2, the Early Years Block, Schools Block and Central Service Block are projected to achieve a breakeven position. At Quarter 1, Early Years Block was forecasting an underspend of £1.4m; however, this has subsequently reduced due to the Summer 2026 entitlement budget for 9 months to 2-year-olds being understated at budget-setting as take up was estimated to be lower for children within this cohort. The Quarter 2 forecast reflects an increase in the expected number of 9 months to 2-year-olds taking up the free childcare entitlements. This has led to the removal of the previously reported underspend. For 2026/27, DfE funding for Early Years Block is based on actual participation levels, and any increase in take up would result in additional funding being received through termly adjustment process.
- 10.6 The cumulative DSG deficit brought forward from 2025/26 is £20.2m. This includes an in-year deficit of £6.6m in 2025/26. Without funding support from the government, this is set to rise to £41m by year end March 2027.
- 10.7 The Council has submitted its local SEND Reform plan to the Department for Education within the required timeframe in support of its application for High Needs Stability Grant funding. Delivery of the SEND Reform Plan will be subject to ongoing monitoring and review by DfE, NHS regional SEND leads and specialist advisers through quarterly reviews. The reviews will assess progress against agreed performance metrics, delivery milestones, risk mitigations arrangements and implementation of the reform program.

Risk and Uncertainties

- 10.8 The DSG cumulative deficit of £20.2m as of March 2026 reflects a continued adverse financial position, driven primarily by pressures within the High Needs Block. Based on the forecast position at quarter 2, a further in-year overspend of £20.8m is expected in 2026/27, which would increase the cumulative deficit to £41.0m by the end of the financial year. This highlights the ongoing mismatch between funding and demand. While the Government has indicated that it will take an “appropriate and proportionate” approach to deficits arising in 2026/27, the lack of clarity on the scale and limits of this support creates uncertainty for financial planning and risk management.

- 10.9 Under the High Needs Stability Grant arrangements, local authorities are expected to fund 10% of eligible DSG deficits accrued to 31 March 2026 from their own resources, with Government support available for up to 90% of the deficit position, subject to the relevant conditions being met. The Council received a £2.1m increase in Revenue Support Grant arising from a technical adjustment to the Fair Funding Assessment baseline in 2025/26. Council has used this additional funding to establish a dedicated reserve which is expected to be sufficient to fund the Council's share of the historic DSG deficit not covered by the Government support. Subject to the confirmation of the High Needs Stability Grant allocation, this provision is expected to eliminate the Council's cumulative historic DGS deficit position.
- 10.10 The Council has submitted its SEND Reform Plan in support of its application and is awaiting confirmation of the final grant allocation. In addition, uncertainty remains regarding the treatment of deficits arising in 2026/27 and 2027/28, including the nature and extent of any Government support and the requirements attached to it. As a result, some financial planning uncertainty remains until the Government publishes further details.
- 10.11 The extension of the statutory override to March 2028 provides continued protection by allowing DSG deficits to be held outside the General Fund. The combination of anticipated High Needs Stability Grant funding and the Council's dedicated reserve provision is expected to eliminate the historic DSG deficit position. The principal remaining financial risk relates to deficits that may arise in 2026/27 and 2027/28, for which the nature and extent of future Government support have yet to be full defined.

11.0 Housing Revenue Account (HRA)

Table 16: 2026/27 Quarter 2 forecast for Housing Revenue Account

HRA gross income and expenditure			
	Budget	Forecast	Overspend/ (Underspend)
	£m	£m	£m
HRA			
Income	(84.4)	(84.4)	0.0
Expenditure	84.4	87.9	3.5
Total	0.0	3.5	3.5

Summary

- 11.1 Budgets for the Housing Management function sit within the ring-fenced Housing Revenue Account (HRA), which holds a balanced budget for 2026/27 of £84.4m of income matched by £84.4m of expenditure. This is up from £69.3m budgeted in 2025/26 (£73.3m outturn), reflecting the 4.8% rent increase permitted under the Government's new ten-year social rent settlement from April 2026, together with planned growth in the housing portfolio.

- 11.2 The HRA continues to face significant risks and financial pressures. The net forecast overspend of £3.535m is based on cost pressures which have arisen since the 2026/27 budget was agreed in February:

Warden support (Waking Watch) at Unity Place and Lexington	£0.770m
Council Tax for new properties added to the HRA	£0.500m
Service charges for new properties added to the HRA	£1.500m
Additional borrowing costs for new properties added to the HRA	£1.504m
SUB-TOTAL	£4.274m
Underspend on salaries – Customer Services	(£0.297m)
Underspend on salaries – Property Services	(£0.231m)
Housing Company Team – some costs covered by SLA with I4B and FWH	(£0.124m)
TA and Supported Living – Management Fee saving	(£0.087m)
Forecast Net Overspend	£3.535m

- 11.3 Offsetting underspends across the HRA reduces the net forecast overspending position to £3.535m. The overspends could be further partially offset by a potential £1.3m provision reversal that depends on the successful resolution of a contractual dispute related to a capital major repairs project. As the timing and final value of the settlement remain uncertain, this has not been included in the forecast. The Waking Watch, Council Tax and service charge pressures are 'one-off' and will not recur in future years. The additional borrowing costs will be offset by additional rental income streams but these will not be fully realised until financial year 2027/28 and future years.

Risks and uncertainties

- 11.4 While inflation and interest rates have eased from their recent peaks, they continue to exert pressure on both operational and capital costs. CPI inflation was 2.8% at the start of the financial year and has risen to 3.1% at August 2026. The Bank Rate has stayed at 3.75%, but both remain above the lows of the previous decade and there is renewed upside risk to inflation. The cost of materials and labour for repairs and maintenance, and of financing new build and improvement programmes, therefore, remains elevated.

- 11.5 The HRA is also contending with elevated demand for repairs and maintenance. A large volume of complex repairs, together with increased instances of damp and mould, continues to strain budgeted resources. This pressure is compounded by Awaab's Law, in force since October 2025, which requires damp and mould and all emergency hazards to be remedied within fixed statutory timescales, with its scope widening to further hazards through 2026 and 2027. These compliance obligations, alongside the underlying demand for responsive maintenance, are expected to continue throughout the year and may push costs beyond original estimates.
- 11.6 The repairs and maintenance contracts introduced for the service add further uncertainty. As they continue to embed, actual costs and the efficiencies they will deliver remain difficult to predict, which could affect expenditure forecasts.
- 11.7 Further pressures stem from the capital programme. While the Government has set out additional funding for the sector – including the Warm Homes Plan, the Warm Homes: Social Housing Fund for energy-efficiency works, and building-safety remediation funding – these streams are competitive, time-limited and, for many authorities, insufficient to meet the full cost of environmental priorities and statutory requirements such as carbon reduction and fire safety. Forthcoming standards, including the reformed Decent Homes Standard and proposed minimum energy-efficiency standards for the social rented sector, are expected to add further pressure. This shortfall strains the HRA's capital resources, complicating efforts to invest in sustainable, energy-efficient improvements while balancing other essential needs.
- 11.8 The financial and operational risks of adding 326 properties to the portfolio during the year must also be acknowledged. Portfolio growth can strain management and maintenance resources, raising operational costs and challenging consistent service quality. Careful planning and resource allocation will be critical to ensuring expansion supports long-term financial sustainability.
- 11.9 Managing rent debt is also crucial to the HRA's financial health. The 4.8% rent increase, while underpinning income, adds to affordability pressures for tenants and could raise arrears and bad-debt provisions, directly affecting revenue and the Council's capacity to fund services and maintenance. Persistent rent debt strains financial planning and drives higher write-offs. Robust, ethical debt recovery and proactive tenant engagement therefore remain essential to minimising arrears and safeguarding the service's financial stability.
- 11.10 The Council remains under regulatory scrutiny following its April 2025 self-referral to the Regulator of Social Housing, prompted by building-safety compliance failings – including fire-safety actions incorrectly recorded as complete and inconsistencies in asbestos, water-safety and detector data. The Regulator issued a non-compliant C3 consumer grade on 28 May 2025. The Council has since been delivering a Housing and Asset Management

Service Improvement Plan, with regular engagement with the Regulator, and reports that that good progress is being made, with stock-condition survey coverage now above 70% of homes with the target of 100% planned on being achieved this year. The programme nonetheless remains a significant risk and financial pressure on the HRA: remediation and recovery costs are still being quantified, with comparable authorities reportedly incurring around £2.3m in similar circumstances. There is also a risk to grant funding for housing development while the Council operates under regulatory scrutiny, until full compliance is demonstrated.

- 11.11 While the HRA's reserves stand at the target level of 5% of turnover, this is relatively low compared with the Council's peers. The smaller reserve base limits the Council's capacity to absorb unforeseen pressures or emergencies, particularly given the wider strain on its overall reserves. Strengthening reserves will be important to improve financial resilience and flexibility in managing future challenges. Unless addressed in-year, the forecast overspend at Q2 will have a significant impact on available reserves for future years.
- 11.12 These risks are continuously monitored and reflected in the HRA Business Plan and the Council's Medium Term Financial Strategy (MTFS). The Government's ten-year rent settlement also provides greater certainty over future rental income, supporting longer-term investment planning.

12.0 Capital Programme

- 12.1 As at Quarter 2, the capital programme is forecasting expenditure of £258.1m against a revised budget of £267.7m for an overall variance of £9.7m. The £9.7m variance comprises net slippage of £9.8m and net overspend of £0.1m. Ongoing reviews are undertaken across capital boards to identify any issues that could affect delivery. Attention is given to the timing of projects, changes in market conditions and reliance on external or future funding. Where risks are identified, these are being addressed through continued monitoring and, where necessary, changes to the programme. This approach is intended to maintain progress while ensuring that activity remains consistent with the Council's wider objectives and expected outcomes.

Table 17: 2026/27 Quarter 2 forecast for the Capital Programme

Portfolio/Programme	Original Budget 2026/27	Revised Budget 2026/27	Current Forecast	FY Variance	
				(Underspend)/ Overspend	(Slippage)/ Brought Forward
	£m	£m	£m	£m	£m
Corporate Assets	50.1	51.6	49.5	0.1	(2.2)
Affordable Housing Supply	41.7	35.7	33.1	(0.6)	(2.0)
Invest for Brent (I4B)	0	9.6	7.2	-	(2.3)
Housing HRA & Management	44.9	32.5	34.4	2.1	(0.1)
Regeneration	68.2	67.7	67.6	0.8	(0.9)
Children & Young People	34.3	17.2	17.2	-	-
South Kilburn	45.0	53.6	49.1	(2.2)	(2.3)
Grand Total	293.8	267.7	258.1	0.1	(9.8)

Budget Adjustments

- 12.2 Full Council, at its February 2026 meeting approved a 2026/27 capital budget of £293.8m. At its July 2026 meeting, Cabinet noted additional budget adjustments, predominantly brought forward slippage, to bring the revised budget to £346m. The total net reduction since July 2026 of £78.3m to £267.7m as at Quarter 2 is due to adjustments summarised in the table below.

Table 18: Budget Adjustments Breakdown 2026/27 to 2031/32

	2026/ 2027	2027/ 2028	2028/ 2029	2029/ 2030	2030/ 2031	2031/ 2032	Total
	£m	£m	£m	£m	£m	£m	£m
2025/26 Brought Forward	(7.5)						(7.5)
Correction of I4B 2025/26 Outturn	(7.5)						(7.5)
Additions (new grants)	2.4	1.3	2.9	2.9	2.9	0.0	12.5
Pride in Place Programme - Harlesden	0.1	0.7	1.5	1.5	1.5		5.2
Pride in Place Programme - St Raphael's	0.1	0.7	1.5	1.5	1.5		5.2
DfT Electric Vehicle Charging Panels trial	0.2						0.2
TfL-funded Kilburn High Road Transformation	2.0						2.0
Taken from Contingency	5.1	(1.3)	(2.9)	(2.9)	(2.9)	0.0	(5.0)
Additions and 2025/26 Brought Forward adjustments	5.1	(1.3)	(2.9)	(2.9)	(2.9)		(5.0)
Reprofiling	(78.3)	61.4	3.7	4.9	5.0	3.3	0.0
Gladstone Park Health and Wellbeing Hub	(2.9)	0.7	0.7	1.5			0.0
Grand Union Canal Footbridge	(3.2)	3.2					0.0
Staples Growth Corner Growth Area	(1.1)	(0.7)	1.0	0.8			0.0
Neasden Civic Partnership	(1.1)	(1.7)	0.3	2.6			0.0
Hillside Corridor Feasibility Studies	(1.0)	0.2	0.8				0.0
South Kilburn Heat Network	(6.9)	3.6				3.3	0.0
Welsh Harp Post-16 Centre	(1.0)	1.0					0.0

Footways reconstruction	(1.0)	1.0					0.0
Local Electric Vehicle Infrastructure	(1.3)	1.3					0.0
SCIL-funded CCTV developments	(1.6)	1.6					0.0
Parks and pitch improvements	(0.8)	0.8					0.0
Granville Homes remediation	(4.2)	4.2					0.0
Windmill Court improvements	(2.7)	2.7					0.0
Contingency budgets	(49.5)	43.5	1.0		5.0		0.0
Total	(78.3)	61.4	3.7	4.9	5.0	3.3	0.0

12.3 The budget adjustments included in table 18 include the following new grants:

- The revised budget includes £10.4m of Pride in Place Programme (PIPP) capital grant funding over the next five years including £0.2m for 2026/27. Two locations in Brent, Harlesden and St Raphael', have been selected by the Government to be in the programme. In line with the Government's guidance, Independent Chairs for Neighbourhood Boards in Brent's two selected locations have been appointed. The Chairs will now finalise the membership of their Neighbourhood Boards which will oversee extensive local engagement and develop a plan to utilise the PIPP funding over the next 10 years. Plans are due to be submitted to the Ministry of Housing, Communities and Local Government for approval in February 2027.
- Brent, Camden and Westminster have been awarded an additional £6.5m by Transport for London (TfL) for the transformation of Kilburn High Road of which £2.0m is due to Brent.
- Brent has received £0.2m for a trial of electric vehicle charging panel. As agreed by Cabinet in July, this has been added to the capital budget.

12.4 Other changes included in Table 18 include:

- Reprofiting of £78.3m of 2026/27 budget to future years to reflect updated delivery timetables. This includes budget for new housing delivery as Brent is still waiting for the outcome of its bid to the London Social and Affordable Homes Programme, meaning significant spend is unlikely to occur this year. In addition, £6.9m of the South Kilburn District Heat Network has been reprofiled due to delays in signing the contract.
- A reduction in brought forward budget of £7.5m for I4B Holdings Ltd loan and equity because of an audit adjustment related to the treatment of the purchase of equity under the previous facility.

Corporate Assets

12.5 The Corporate Assets Board consists of the Corporate Landlord portfolio and Public Realm. Corporate Landlord is responsible for overseeing the strategic

management and investment in leisure centres, digital strategy, libraries and other council properties. Public Realm relates to improvements to community infrastructure in Brent including roads, parks and CCTV.

- 12.6 Corporate Assets capital programme is reporting a net projected variance of £2.1m due mainly to slippage of £1.6m on the new Vale Farm Leisure centre with schedule of works yet to be finalised.
- 12.7 Compared to the total actual spend in 2025/26 (£34.8m), the revised 2026/27 budget of £49.5m reflects the Council's commitment to prioritising public realm improvements and digital transformation. Significant increases in the level of capital expenditure from one year to next puts pressure on capacity and increases the risk of slippage. The large number of small projects within the public realm element of the Board area can be difficult to forecast, especially because the area is especially prone to factors beyond the Council's control such as poor weather or specific grant conditions. Realising cashable savings from the Council's Digital Strategy remains a key challenge in the programme, which is monitored through quarterly updates to the Capital Programme Board.

Housing

- 12.8 The Affordable Housing Supply Board is forecasting a variance of £2.6m made up of a net underspend of £0.6m and slippage of £2.0m. Total underspend of £1.8m is projected mostly against temporary accommodation schemes; notably £1m on Local Authority Housing Fund (LAHF) Round 3, with 6 out of 8 properties in conveyancing completed and voids refurbishment progressing well within budget. The underspends are offset by overspend of £1.2m, including £0.5m each against Clock Cottages and Northwick Park Infrastructure Fund. The former's budget is exhausted due to multiple delays in handover and will be financed by available GLA safeguarding grant in reserves. Final payments are due on Northwick Park Infrastructure Fund with overspend to be recharged to the Council's development partners.
- 12.9 £2.0m slippage relates to the Edgware Road project, paused given viability concerns, with external consultants engaged to assess different options for delivering affordable housing on the site. £2.3m slippage on I4B is in line with the anticipated I4B loan drawdown schedule.
- 12.10 The Alperton Bus Garage completed in May 2026, with 155 new homes near full tenancy. However, delays in handover are one of the most significant risks in the Affordable Housing Supply capital programme as completion on Church End and Pharamond has been delayed from the original timetable. The causes include developer delays and the need to seek agreements with multiple stakeholders, such as UK Power Networks. These delays have an impact on the viability of these schemes, which are already under severe pressure due to high build and borrowing costs.

- 12.11 The Housing HRA and Management Board is forecasting £1.9m overspend, of which £0.8m relates to Kilburn Square. Additional overspends are split equally over voids and repairs relating to self-insured properties as well as external fabric works. These projections reflect the financial pressures in the HRA and the need to invest in essential improvements in existing housing. Pressures are exacerbated by historic backlog of works, and officers continue to make challenging prioritisation decisions to match the scale of improvements required. The overspend is expected to be funded by the major repairs reserve without the need for further borrowing. This reserve is available due to the reprofiling of the Granville Homes and Windmill Court remediations.

Regeneration

- 12.12 The Regeneration programme is delivering new homes, infrastructure and community assets to support inclusive growth and sustainability. The current forecast is a net variance of under £0.1m; £0.9m slippage offset by £0.8m overspend.
- 12.13 The projected £0.9m slippage is primarily due to project delays on the Alpertown and South Kilburn Medical Centres with NHS negotiations still ongoing.
- 12.14 Wembley Housing Zones is projecting an overspend of £0.9m mainly due to contract variations agreed to date, the impact of a water leak and the acquisition of Ujima car park freehold. The project is expected to be completed by December 2026 with the delivery of 291 homes (50% affordable).

Children and Young People

- 12.15 The Children and Young People (CYP) Board oversees the planning, delivery, and monitoring of capital investment in Brent's school estate, including projects that support the expansion of school places, improvements to existing facilities, and the development of specialist provision such as SEND (Special Educational Needs and Disabilities) infrastructure. The programme ensures that educational environments across the borough are safe, inclusive, and fit for future learning needs. The capital delivery and CYP team liaise closely with schools and the Department for Education to deliver the programme. The CYP Board is forecasting a nil variance.

South Kilburn

- 12.16 The South Kilburn regeneration programme continues to deliver significant investment in new homes, infrastructure and community facilities.
- 12.17 The £2.2m projected underspend is driven largely by security costs on Single Delivery Partner (SDP) sites that are classified as revenue. Forecasting outturn against the SDP sites is very challenging because the timing of rehousing and leaseholder buybacks will depend on the order the partner

intends to redevelop the sites. Once the partner has been appointed, officers will liaise with them to reprofile and reset revenue budgets. In addition to the underspends, slippage of £2.2m is anticipated on South Kilburn Schools due to the longer-than anticipated time to enter the pre-contract service agreement with the contractor.

- 12.18 Longer delivery timetables on the SDP as the partner seeks to maximise land receipts (such as through planning variations to increase the quantity of homes) could impact the viability of the South Kilburn District Heat Network. The Council will keep the financial position under close review as the regeneration programme progresses. If income from the heat network is slower to materialise, this can be managed alongside other receipts generated through the development. A fortnightly co-ordination group will oversee this position, with the aim of identifying and addressing any emerging issues early and maintaining a balance between maximising development value and protecting the viability of the heat network.

Capital Financing

- 12.19 Capital financing, which consists of interest costs on borrowing for the capital programme and minimum revenue provision (a prudent charge for the repayment of borrowing), is currently forecasting a nil variance from the £41.9m budget. This forecast is however uncertain because of factors beyond the Council's control such as interest rates, whether lenders exercise options to call LOBO loans and the valuation of completed housing appropriating from the General Fund to the Housing Revenue Account.
- 12.20 The high, volatile interest rate environment caused by global economic factors has placed significant pressure on the budget. For example, the most recent inter-authority one year loan has interest rates of 4.90% compared to 4.35% on the same loan a year ago. This pressure is however offset by slippage and reprofiling on the capital budget, as well as the proactive approach to borrowing the Council has taken. This includes borrowing small amounts regularly to take advantage of short-term reductions in interest rates and ensuring we do not hold more cash than necessary. In addition, the Council has benefitted from cheaper borrowing including the £12m loan from the Green Finance Facility for the South Kilburn Heat Network, which offers a saving of over £60k per year compared to borrowing from the PWLB.

Treasury Management Prudential Indicators

- 12.21 In line with changes to the Prudential Code in 2021, the performance of the Council's treasury and capital activities against the approved prudential indicator for the year are now reported quarterly within these financial reports to members. Details of the performance against the indicators in the second quarter of the financial year are in Appendix A.

13.0 Stakeholder and ward member consultation and engagement

13.1 There are no direct stakeholder and ward member consultation arising from this report.

14.0 Financial Considerations

14.1 This report sets out the financial forecast for the General Fund revenue budget, the Housing Revenue Account, the Dedicated Schools Grant and the Capital Programme, as at Quarter 2 2026/27. Financial implications of agreeing to this report are included within the forecasts provided.

15.0 Legal Considerations

15.1 The law requires that the council must plan to balance its spending plans against resources to avoid a deficit occurring in any year. Members need to be reasonably satisfied that expenditure is being contained within budget and that the savings for the financial year will be achieved, to ensure that income and expenditure balance (Section 28 Local Government Act 2003: the council's Financial Regulation 2.3 Revenue Budget Monitoring, Forecasting and Overspends).

16.0 Equity, Diversity & Inclusion (EDI) Considerations

16.1 There are no direct EDI considerations arising out of this report.

17.0 Climate Change and Environmental Considerations

17.1 There are no direct climate change or environmental considerations arising out of this report.

18.0 Human Resources/Property Considerations (if appropriate)

18.1 There are no direct HR or property considerations arising out this report.

19.0 Communication Considerations

19.1 There are no direct communication considerations arising out of this report.

Report sign off:

Minesh Patel

Corporate Director, Finance and Resources

Legal considerations provided by:
Marsha Henry

Finance considerations provided by:
Rav Jassar

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Appendix A – Quarter Two 2026/27 Prudential Indicators

Legislative Update

In December 2021, CIPFA published its revised Prudential Code and Treasury Management Code of Practice following concerns around the commercial activity undertaken by several local authorities and the affordability of borrowing plans.

The Code required authorities to not borrow to invest primarily for financial return and all capital expenditure undertaken must be related to the functions of the authority. The Council has not undertaken any activities to invest for a yield or have any commercial plans within the capital programme.

The Code required the Prudential Indicators (which are approved as part of the Council's Treasury Management Strategy) to be reported quarterly (from semi-annually) as part of the financial updates and will be a recurring addition to the quarterly financial reports.

Prudential Indicators

The Council has a significant borrowing requirement and balance and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of risk remains central to the Council's treasury management strategy.

Prudential indicators have been calculated based on revised capital budgets and forecasts in line with the Council's Quarter 2 monitoring report

Capital Expenditure & Financing at Q2 2026/27 (£m)	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	Total 2025/26-2030-31
	Actual	Estimated	Estimated	Estimated	Estimated	Estimated	
Corporate Assets	34.8	51.6	39.3	25.2	17.2	3.5	171.6
South Kilburn	12.3	53.6	35.3	19.4	12.0	6.9	139.4
Regeneration	73.5	67.7	22.2	31.9	28.8	5.0	229.1
Schools	20.5	17.2	48.3	19.5	5.0	0.0	110.5
Affordable Housing Supply (including I4B)	50.5	45.3	91.2	78.7	43.3	0.0	309.1
Housing HRA & Management	18.3	32.5	52.5	24.0	23.0	5.0	155.3
Total Capital Expenditure	209.9	267.7	288.9	198.7	129.3	20.4	1,114.9
Financed By:							
Grants	65.6	50.9	45.7	23.0	11.9	8.5	205.5
Section 106 & CIL	29.2	57.4	35.9	32.8	29.1	2.3	186.7

Capital Receipts	1.2	16.3	37.4	6.0	0.4	0.0	61.3
Earmarked Reserves	1.1	3.6	0.4	0.3	0.1	0.7	6.2
Major Repairs Reserve	11.2	13.9	18.9	13.0	13.0	0.0	70.0
Revenue Contributions	0.5	0.6	0.6	0.8	0.6	1.5	4.5
Borrowing	101.1	125.2	150.0	122.8	74.2	7.4	580.8
Total Capital Financing	209.9	267.7	288.9	198.7	129.3	20.4	1,114.9

(a) Capital Financing Requirement (CFR)

The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement. This is the amount of the Capital Programme that is funded by borrowing. The Council's maximum external borrowing requirement for 2026/27 is shown in the table below. The indicator is set to ensure that the level of proposed capital expenditure remains within sustainable limits and to consider the impact on Council tax and in the case of the HRA, housing rent levels.

CFR Movement at Q2 2026/27 (£m)	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	Actual	Estimated	Estimated	Estimated	Estimated	Estimated
Opening CFR	1,353.8	1,412.3	1,519.4	1,650.8	1,753.0	1,806.4
Capital Expenditure	209.9	267.7	288.9	198.7	129.3	20.4
External Resources	(94.8)	(108.2)	(81.6)	(55.8)	(41.0)	(10.8)
Internal Resources	(14.0)	(34.3)	(57.2)	(20.1)	(14.1)	(2.2)
MRP excluding PFI and leases	(16.5)	(18.0)	(18.7)	(20.6)	(20.8)	(22.5)
Capital Loans Repaid	0.0	0.0	0.0	0.0	0.0	0.0
Accounting Adjustments PFI/Leases	(26.1)	0.0	0.0	0.0	0.0	0.0
Closing CFR	1,412.3	1,519.4	1,650.8	1,753.0	1,806.4	1,791.3

External resources consist of grants and Developer contributions. Internal resources consist of use of reserves, capital receipts and revenue contributions.

(b) Gross Debt and the Capital Financing Requirement

To ensure that over the medium term, debt will only be for capital purposes, the Council should ensure that debt does not, except in the short term, exceed the total of capital financing requirement in the preceding year plus the estimates of any additional capital financing requirement for the current and next two financial years. This is a key indicator of prudence. The table below shows that the Council expects to comply with this

recommendation during 2026/27.

Gross Debt & the Capital Financing Requirement at Q2 2026/27 (£m)	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	Actual	Estimated	Estimated	Estimated	Estimated	Estimated
External Loans	1,074.1	1,163.2	1,260.7	1,359.0	1,418.4	1,424.3
PFI & Leases	61.7	60.0	60.0	60.0	60.0	60.0
Total External Debt Liabilities	1,135.8	1,223.2	1,320.7	1,419.0	1,478.4	1,484.3
Internal Borrowing	276.5	296.3	330.1	334.0	328.1	307.0
Capital Financing Requirement	1,412.3	1,519.4	1,650.8	1,753.0	1,806.4	1,791.3

(c) Liability Benchmark

The liability benchmark is an important tool to help establish whether the Council is likely to be a long-term borrower or long-term investor in the future, and so shape its strategic focus and decision making. The liability benchmark itself represents an estimate of the cumulative amount of external borrowing the Council must hold to fund its current capital and revenue plans while keeping treasury investments at the minimum level required to manage day-to-day cash flow.

Liability Benchmark at Q2 2026/27 (£m)	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	Actual	Estimated	Estimated	Estimated	Estimated	Estimated
CFR	1,412.3	1,519.4	1,650.8	1,753.0	1,806.4	1,791.3
LOBO Loans	59.5	39.5	30.0	15.0	10.0	0.0
Non-LOBO Loans	1,014.6	1,123.7	1,230.7	1,344.0	1,408.4	1,424.3
Balance Sheet Resources	(453.7)	(434.5)	(434.5)	(434.5)	(434.5)	(434.5)
Net Loan Requirement	1,054.1	1,143.2	1,240.7	1,339.0	1,398.4	1,404.3
Plus Liquidity Allowance	20.0	20.0	20.0	20.0	20.0	20.0
Liability Benchmark	1,074.1	1,163.2	1,260.7	1,359.0	1,418.4	1,424.3

(d) Authorised limit and Operational Boundary for External Debt

The Operational Boundary for External Debt is based on the Council's estimate of most likely i.e. prudent, but not worst-case scenario for external debt. It links directly to the Council's estimates of capital expenditure, the capital financing requirement and cash flow requirements and is a key management tool for in-year monitoring.

Other long-term liabilities comprise finance leases, Private Finance Initiative contracts and other liabilities that are not borrowing but form part of the Council's debt.

The Authorised Limit for External Debt is the affordable borrowing limit determined in compliance with the Local Government Act 2003. It is the maximum amount of debt that the Council can legally owe. The authorised limit provides headroom over and above the operational boundary for unusual cash movements.

Authorised Limit at Q2 2026/27 (£m)	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Authorised Limit	1,800.0	2,000.0	2,000.0	2,000.0	2,000.0	2,000.0
Operational Boundary	1,600.0	1,800.0	1,800.0	1,800.0	1,800.0	1,800.0

The Corporate Director for Finance and Resources confirms that there were no breaches to the Authorised Limit and the Operational Boundary during Quarter One of 2026/27.

(e) Upper Limits on one-year revenue impact of a 1% movement in interest rates

This indicator is set to control the Council's exposure to interest rate risk. The impact of a change in interest rates is calculated on the assumption that maturing loans in the current year will be replaced at current rates.

Upper Limits on one-year revenue impact of a 1% movement in interest rates on Maturing Debt at Q2 2026/27 (£m)	2026/27	2026/27
	Approved Limit	Actual
Upper limit on one-year revenue impact of a 1% rise in interest rates	5.0	1.1
Compliance with limits:		Yes
Upper limit on one-year revenue impact of a 1% fall in interest rates	(5.0)	(1.1)
Compliance with limits:		Yes

(f) Maturity Structure of Fixed Rate Borrowing

This indicator is to limit large concentrations of fixed rate debt needing to be replaced at times of uncertainty over interest rates. The Council uses the option date as the maturity date for its LOBO loans. Loans based on existing debt portfolio as at the reported period.

Maturity Structure of Fixed Rate Borrowing at Q2 2026/27 (£m)	Upper Limit	Lower limit	2026/27	2026/27	2026/27	2026/27	2026/27
			Actual Borrowing 31.07.2026	Actual Borrowing 31.07.2026	Forecast Borrowing at 31.03.2027	Forecast Borrowing at 31.03.2027	Compliance with limits
	%	%	£m	%	£m	%	
Under 12 months	40.0	0.0	111.5	10.4%	198.1	17.0%	Yes
12 months & within 24 months	40.0	0.0	15.0	1.4%	26.2	2.3%	Yes
24 months and within 5 years	40.0	0.0	59.4	5.5%	54.1	4.7%	Yes
5 years and within 10 years	60.0	0.0	250.8	23.4%	248.9	21.4%	Yes
10 years and within 20 years	75.0	0.0	260.3	24.3%	260.3	22.4%	Yes
20 years and within 30 years	75.0	0.0	196.7	18.3%	196.7	16.9%	Yes
30 years and within 40 years	75.0	0.0	73.9	6.9%	73.9	6.3%	Yes
Over 40 years	75.0	0.0	105.0	9.8%	105.0	9.0%	Yes
Total			1,072.6	100.0%	1,163.2	100.0%	

(g) Ratio of Financing Costs to Net Revenue Stream

This is an indicator of affordability and highlights the revenue implications of existing and proposed capital expenditure by identifying the proportion of the revenue budget required to meet financing costs, net of investment income.

Financing Costs to Net Revenue Stream at Q2 2067/27 (£m)	Actual	Forecast	Forecast	Forecast	Forecast	Forecast
	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Financing Costs (Interest & MRP) (£m)	38.9	41.9	45.9	51.9	51.9	51.9
Net Revenue Stream (£m)	431.4	501.8	535.2	568.6	589.6	611.6
Proportion of net revenue stream (%)	9.0%	8.3%	8.6%	9.1%	8.8%	8.5%

Financing costs can be further broken down as follows.

Capital Financing Costs at Q2 2026/27 (£m)	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	Actual	Estimated	Estimated	Estimated	Estimated	Estimated
Total Interest Payable & Expenses	41.1	47.2	56.5	63.2	68.2	70.7
Total Interest Receivable	(24.1)	(25.8)	(26.2)	(26.6)	(26.9)	(27.1)
Net Interest	17.0	21.4	30.3	36.6	41.3	43.6
MRP (Excluding PFI/leases)	16.5	18.0	18.7	20.6	20.8	22.5
Total Interest & MRP	33.5	39.4	49.0	57.2	62.1	66.1
Net impact of internal useable reserves and growth	5.4	2.5	(3.1)	(5.3)	(10.2)	(14.2)
Total Capital Financing Costs	38.9	41.9	45.9	51.9	51.9	51.9

(h) Upper Limit for Total Principal Sums invested over 364 Days

The purpose of this limit is to contain exposure to the possibility of loss that may arise because of the Council having to seek early repayment of the sums invested.

Upper Limit for Total Principal Sums invested over 364 Days at Q2 2026/27 (£m)	2025/26	2026/27	2026/27
	Actual	Approved	Actual
Upper Limit for Total Principal Sums Invested Over 364 Days	0.0	50.0	0.0

(i) Security

The Council has adopted a voluntary measure of its exposure to credit risk by monitoring the value-weighted average credit rating of its investment portfolio. This is calculated by applying a score to each investment (AAA=1, AA+=2, etc) and taking the arithmetic average, weighted by the size of each investment. Unrated investments are assigned a score based on their perceived risk.

Credit Risk Indicator at Q2 2026/27	2025/26	2026/27	2026/27
	Actual	Approved	Actual
Portfolio average credit rating	A+	A	A+

(j) Liquidity

The Council has adopted a voluntary measure of its exposure to liquidity risk by monitoring the amount of cash available to meet unexpected payments within a rolling three-month period, without additional borrowing.

Liquidity Risk Indicator at Q2 2026/27 (£m)	2025/26	2026/27	2026/27
	Actual	Minimum Balance	Actual
Total cash available within 3 months	43.8	20.0	52.2

(k) Investment Forecast

This indicator demonstrates the Council's investment exposure broken down by category for Treasury and non-treasury investments. Non-Treasury investments are directed under the Council's Investment Strategy 2026/27, whilst treasury investments are managed under the Treasury Management Strategy 2026/27.

Total Investment Exposure Indicator as at Q2 2026/27 (£m)	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	Actual	Estimated	Estimated	Estimated	Estimated	Estimated
Treasury management cash investments	43.8	40.0	20.0	20.0	20.0	20.0
Service investments	31.0	30.4	29.7	28.9	28.1	27.3
Commercial investments: Property	0.0	0.0	0.0	0.0	0.0	0.0
Total Investments	74.8	70.4	49.7	48.9	48.1	47.3
Commitments to lend	0.0	0.0	0.0	0.0	0.0	0.0
Total Exposure	74.8	70.4	49.7	48.9	48.1	47.3

Service investments are further broken down in the tables below.

Loans & Investments for service purposes: Category of borrower at Q2 2026/27 (£m)	2025/26	2026/27	2026/27	2027/28	2028/29	2029/30	2030/31
	Actual	Approved Limit	Estimated	Estimated	Estimated	Estimated	Estimated
i4b Holdings Ltd Subsidiary Loans*	179.2	500.0	186.8	194.5	202.6	211.2	211.2
i4b Holdings Ltd Subsidiary Equity**	43.9		45.9	47.9	49.9	51.9	51.9
First Wave Housing Ltd Subsidiary Loans	33.4		32.9	32.5	32.0	31.5	31.1
Total	256.5	500.0	265.6	274.9	284.6	294.6	294.1

*new £32m capital loan and £8m equity loan included in 2026/27 onwards split accordingly subject to changes

Service Investments Other Loans £m at Q2 2026/27 (£m)	2025/26	2026/27	2026/27	2027/28	2028/29	2029/30	2030/31
	Actual	Approved Limit	Estimated	Estimated	Estimated	Estimated	Estimated
Local Businesses	0.0	10.0	0.0	0.0	0.0	0.0	0.0
Schools, Academies and Colleges	17.1	55.0	16.9	16.7	16.4	16.2	15.9
West London Waste Authority	13.9	20.0	13.5	13.0	12.5	11.9	11.4
Local Charities	0.0	10.0	0.0	0.0	0.0	0.0	0.0
Housing Associations	0.0	50.0	0.0	0.0	0.0	0.0	0.0
Local Residents	0.0	5.0	0.0	0.0	0.0	0.0	0.0
Total	31.0	150.0	30.4	29.7	28.9	28.1	27.3

(l) Investment Funding

This indicator demonstrates the amount of exposure to borrowing because of investments made for service purposes. These investments are the loans to the Council's subsidiaries i4B Holdings Ltd and First Wave Housing Ltd.

Investments Funded by Borrowing at Q2 2026/27 (£m)	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	Actual	Estimated	Estimated	Estimated	Estimated	Estimated
I4B Loans	179.2	186.8	194.5	202.6	211.2	211.2
I4B Equity	43.9	45.9	47.9	49.9	51.9	51.9
First Wave Housing (FWH)	33.4	32.9	32.5	32.0	31.5	31.1
Schools, Academies and Colleges	17.1	16.9	16.7	16.4	16.2	15.9
West London Waste Authority	13.9	13.5	13.0	12.5	11.9	11.4
Total Service investments	287.5	296.0	304.6	313.5	322.7	321.4
Total Funded by Borrowing	287.5	296.0	304.6	313.5	322.7	321.4

(m) Investment Rate of Return

This indicator demonstrates the rate of return obtained from the different investment categories.

Investments net rate of return at Q2 2026/27	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	Actual	Estimated	Estimated	Estimated	Estimated	Estimated
Treasury management investments	3.82%	3.75%	3.75%	3.75%	3.75%	3.75%
Service investments	2.60%	3.00%	3.00%	3.00%	3.00%	3.00%

(n) Other Investment Indicators

Other investment indicators at Q2 2026/27 (£m)	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	Actual	Estimated	Estimated	Estimated	Estimated	Estimated
External Debt (Loans)	1,074.1	1,163.2	1,260.7	1,359.0	1,418.4	1,424.3
Net Service Expenditure	431.4	501.8	535.2	568.6	589.6	611.6
Debt to net service expenditure ratio	2.5	2.3	2.4	2.4	2.4	2.3

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SECTION A: Cross-council thematic savings							
Finance & Resources							
	Commissioning & Procurement	Digital	Efficiency	Workforce	Income Maximisation	Resident Experience	Total
Savings Target	£498,000	£480,000	£440,000	£72,000	£10,000	£0	£1,500,000
Savings Identified	£458,000	£505,718	£526,000	£91,000	£10,000	£0	£1,590,718
Variance to Target	-£40,000	£25,718	£86,000	£19,000	£0	£0	£90,718
Value completed	£428,000	£154,718	£267,000	£0	£0	£0	£849,718
Value on track	£30,000	£229,000	£119,000	£91,000	£10,000	£0	£479,000
Subtotal completed/on track	£458,000	£383,718	£386,000	£91,000	£10,000	£0	£1,328,718
Value at risk but recoverable	£0	£122,000	£140,000	£0	£0	£0	£262,000
Value at risk	£0	£0	£0	£0	£0	£0	£0
Value not identified	£40,000	-£25,718	-£86,000	-£19,000	£0	£0	-£90,718
Subtotal at risk/not identified	£40,000	£96,282	£54,000	-£19,000	£0	£0	£171,282
RAG	Amber	Amber	Amber	Green	Green	N/A	Green
Comments on RAG	Saving identified under other themes for 2026/27. The overall Directorate target is expected to be achieved.	There are delays to the development of some of the Digital proposals, which may delay the implementation beyond 2026/27. However, departments expect to be able to mitigate these savings through alternative savings.	Saving identified under other themes for 2026/27. The overall Directorate target is expected to be achieved.	On track and deliverable	On track and deliverable	N/A	
Overall Comments	The directorate is required to deliver £1.5m of savings in 2026/27. At Quarter 2, £1.3m has either been delivered or is on track for delivery. The remaining £0.2m is currently assessed as at risk, however, mitigating actions have been identified to support delivery of the overall savings target.						

Service Reform & Strategy							
	Commissioning & Procurement	Digital	Efficiency	Workforce	Income Maximisation	Resident Experience	Total
Savings Target	£653,000	£250,000	£960,000	£137,000	£70,000	£130,000	£2,200,000
Savings Identified	£446,824	£250,000	£370,479	£557,992	£700,000	£0	£2,325,295
Variance to Target	£206,176	£0	£589,521	£420,992	£630,000	£130,000	£125,295
Value completed	£94,324	£0	£0	£470,992	£0	£0	£565,316
Value on track	£222,500	£0	£370,479	£25,000	£600,000	£0	£1,217,979
Subtotal completed/on track	£316,824	£0	£370,479	£495,992	£600,000	£0	£1,783,295
Value at risk but recoverable	£130,000	£250,000	£0	£62,000	£0	£0	£442,000
Value at risk	£0	£0	£0	£0	£100,000	£0	£100,000
Value not identified	£206,176	£0	£589,521	£420,992	£630,000	£130,000	£125,295
Subtotal at risk/not identified	£336,176	£250,000	£589,521	£358,992	£530,000	£130,000	£1,416,705
RAG	Red	Amber	Red	Green	Green	Red	Amber
Comments on RAG	Saving identified under other themes for 2026/27, however the delays in implementation mean that it is not expected to be fully delivered in 2026/27.	Delay in implementation means that it is not expected to be fully delivered in 2026/27.	Saving identified under Income Maximisation and Workforce for 2026/27.	On-track and achievable	On-track and achievable	Saving expected to be delivered through Commissioning & Procurement for 2026/27.	
Overall Comments	The directorate is required to deliver savings of £2.2m in 2026/27 and has identified £2.3m of savings. At Quarter 2, £1.8m has either been delivered or is on track for delivery. Of the remaining savings, £0.4m is assessed as at risk but recoverable, while £0.1m is at risk. The £0.1m relates to the self-funder administration fee within Strategic Commissioning, where delivery has been delayed due to the consultation timetable. Alternative mitigating actions are currently being validated to address the potential shortfall.						

Neighbourhoods & Regeneration							
	Commissioning & Procurement	Digital	Efficiency	Workforce	Income Maximisation	Resident Experience	Total
Savings Target	£632,000	£170,000	£780,000	£33,000	£280,000	£65,000	£1,960,000
Savings Identified	£0	£0	£387,000	£0	£1,705,000	£0	£2,092,000
Variance to Target	-£632,000	-£170,000	-£393,000	-£33,000	£1,425,000	-£65,000	£132,000
Value completed	£0	£0	£282,000	£0	£0	£0	£282,000
Value on track	£0	£0	£105,000	£0	£1,505,000	£0	£1,610,000
Subtotal completed/on track	£0	£0	£387,000	£0	£1,505,000	£0	£1,892,000
Value at risk but recoverable	£0	£0	£0	£0	£200,000	£0	£200,000
Value at risk	£0	£0	£0	£0	£0	£0	£0
Value not identified	£632,000	£170,000	£393,000	£33,000	-£1,425,000	£65,000	-£132,000
Subtotal at risk/not identified	£632,000	£170,000	£393,000	£33,000	-£1,225,000	£65,000	£68,000
RAG	Red	Red	Red	Red	Green	Red	Green
Comments on RAG	Saving identified under other themes for 2026/27.	Saving identified under other themes for 2026/27.	Saving largely identified under other themes for 2026/27.	Saving identified under other themes for 2026/27.	On track and deliverable	Saving identified under other themes for 2026/27.	
Overall Comments	Savings delivery remains broadly on track against the £2.0m target. Where savings have not been identified against the original cross-council thematic proposals, departments have identified mitigating actions, primarily through additional income generation, to support delivery of the overall target.						

Children, Young People & Community Development							
	Commissioning & Procurement	Digital	Efficiency	Workforce	Income Maximisation	Resident Experience	Total
Savings Target	£591,000	£290,000	£420,000	£119,000	£50,000	£130,000	£1,600,000
Savings Identified	£591,000	£0	£420,000	£119,000	£50,000	£0	£1,180,000
Variance to Target	£0	-£290,000	£0	£0	£0	-£130,000	-£420,000
Value completed	£0	£0	£0	£0	£0	£0	£0
Value on track	£591,000	£0	£310,000	£119,000	£50,000	£0	£1,070,000
Subtotal completed/on track	£591,000	£0	£310,000	£119,000	£50,000	£0	£1,070,000
Value at risk but recoverable	£0	£0	£110,000	£0	£0	£0	£110,000
Value at risk	£0	£0	£0	£0	£0	£0	£0
Value not identified	£0	£290,000	£0	£0	£0	£130,000	£420,000
Subtotal at risk/not identified	£0	£290,000	£110,000	£0	£0	£130,000	£530,000
RAG	Green	Red	Amber	Green	Green	Red	Red
Comments on RAG	On-track and achievable	The digital savings proposal is unlikely to be fully delivered at this stage. No implementation plans or specific areas for savings have been identified to date, creating a risk to achievement of the target within the required timeframe.	The £110k cost avoidance against care leavers' placements was based on the assumption that the savings would be achieved and take effect from April 2026. However, these savings are still progressing through the governance approval process.	On-track and achievable	On-track and achievable	The resident experience savings proposal is unlikely to be fully delivered at this stage. No implementation plans or specific areas for savings have been identified to date, creating a risk to achievement of the target within the required timeframe.	
Overall Comments	Savings delivery remains challenging, with around £1.2m of the £1.6m target expected to be achieved, while the remaining savings are subject to pressures arising from the demand-led and volatile nature of Children's Services budgets.						

Residents & Housing Services							
	Commissioning & Procurement	Digital	Efficiency	Workforce	Income Maximisation	Resident Experience	Total
Savings Target	£701,000	£240,000	£600,000	£39,000	£90,000	£330,000	£2,000,000
Savings Identified	£701,000	£0	£861,000	£39,000	£210,000	£330,000	£2,141,000
Variance to Target	£0	-£240,000	£261,000	£0	£120,000	£0	£141,000
Value completed	£0	£0	£0	£0	£0	£0	£0
Value on track	£701,000	£0	£861,000	£39,000	£210,000	£330,000	£2,141,000
Subtotal completed/on track	£701,000	£0	£861,000	£39,000	£210,000	£330,000	£2,141,000
Value at risk but recoverable	£0	£0	£0	£0	£0	£0	£0
Value at risk	£0	£0	£0	£0	£0	£0	£0
Value not identified	£0	£240,000	-£261,000	£0	-£120,000	£0	-£141,000
Subtotal at risk/not identified	£0	£240,000	-£261,000	£0	-£120,000	£0	-£141,000
RAG	Green	Red	Green	Green	Green	Green	Green
Comments on RAG	On track and deliverable.	Unlikely to be fully delivered at this stage. No implementation plans or specific areas for savings have been identified to date, creating a significant risk to achievement of the target within the required timeframe.	On track and deliverable.	On track and deliverable.	On track and deliverable.	On track and deliverable.	
Overall Comments	Savings delivery remains on track against the £2.0m target, supported by strong performance in income generation, workforce efficiencies and temporary accommodation procurement savings.						

SECTION B: Service Specific savings							
	NR01 - Lane Rental Scheme	NR02 - Asset Utilisation	PHRS01 - Reduce Subsidy Loss	PHRS02 - Homelessness Prevention	PHRS03 - Housing Benefit Claims Reduction	Total	
Savings Target	£350,000	£190,000	£130,000	£270,000	£200,000	£1,140,000	
Savings Identified	£350,000	£190,000	£130,000	£200,000	£270,000	£1,140,000	
Variance to Target	£0	£0	£0	£70,000	£70,000	£0	
Value completed	£0	£0	£0	£0	£0	£0	
Value on track	£0	£0	£130,000	£200,000	£270,000	£600,000	
Subtotal completed/on track	£0	£0	£130,000	£200,000	£270,000	£600,000	
Value at risk but recoverable	£350,000	£0	£0	£0	£0	£350,000	
Value at risk	£0	£190,000	£0	£0	£0	£190,000	
Value not identified	£0	£0	£0	£70,000	£70,000	£0	
Subtotal at risk/not identified	£350,000	£190,000	£0	£70,000	£70,000	£540,000	
RAG	Amber	Red	Green	Red	Green	Amber	
Comments on RAG	Delays to this scheme have meant that it is unlikely to be implemented in 2026/27. The Department expects to be able to mitigate for this saving for 2026/27.	Delays to the implementation of this saving mean that it is not expected to be fully delivered in 2026/27. More options to progress this expediently will be put into action	On track and deliverable.	At risk of not being fully delivered. Further actions are in train to improve the position and will be closely monitored for the remainder of the year.	On track to exceed savings target by £70k.		
Overall Comments	Delivery of the service-specific savings remains mixed, with the Lane Rental saving expected to be mitigated despite implementation delays, Asset Utilisation remaining at risk due to delays in establishing the Padel Courts delivery model, and the Reduce Subsidy Loss, Homelessness Prevention and Housing Benefit Claims Reduction savings all progressing, supported by strengthened oversight, enhanced early intervention and the ongoing transition from Housing Benefit to Universal Credit.						

	Cabinet 12 October 2026
	Report from the Corporate Director, Residents and Housing Services
	Lead Member – Cabinet Member for Housing, Homelessness and Renters (Councillor Robert Johnson)
Homelessness and Rough Sleeping Action Plan 2026 - 2031	

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:	One Appendix 1: Homelessness and Rough Sleeping Action Plan
Background Papers:	None
Contact Officer(s): (Name, Title, Contact Details)	Laurence Coaker, Director Housing Needs & Support 020 8937 2788 Laurence.Coaker@brent.gov.uk Tsitsi Dhliwayo, Change & Improvement Officer 020 8937 3445 Tsitsi.Dhliwayo@brent.gov.uk Jamie Slagel, Change & Improvement Project Manager 020 8937 2950 Jamie.Slagel@brent.gov.uk

1.0 Executive Summary

- 1.1 Following the publishing of the Homelessness and Rough Sleeping Strategy 2026-2031, which was adopted by Cabinet in December 2025, the Council is required to produce an accompanying Action Plan. The Homelessness and Rough Sleeping Action Plan 2026–2031 sets out how Brent Council will deliver the five commitments in its Homelessness and Rough Sleeping Strategy 2026–2031. It covers the Council's targets for improving performance against the

homelessness and rough sleeping metrics (including households with children in temporary accommodation, use of B&B accommodation, and rough sleeping), the actions and named owners for meeting those targets, arrangements for monitoring delivery, and the Council's approach to partnership working, temporary accommodation suitability, and long-term rough sleeping. Its aim is to prevent homelessness wherever possible, reduce the use and improve the quality of temporary accommodation, and work towards ending long-term rough sleeping in the borough.

- 1.2 This report sets out the draft Homelessness and Rough Sleeping Action Plan (Appendix 1) and seeks Cabinet's sign off.

2.0 Recommendation(s)

- 2.1. Cabinet is asked to approve and sign off the Action Plan for publication before 1 December 2026, subject to any changes arising from discussion at Cabinet.

3.0 Cabinet Member Foreword

- 3.1 Last year, Brent Council published its Homelessness and Rough Sleeping Strategy outlining our ambitious plan to do more to tackle the homelessness crisis despite difficult headwinds. But strategy without action is meaningless. That's why I'm pleased that, less than a year later, I am able to present to you Brent's Homelessness and Rough Sleeping Action Plan.
- 3.2 In that time, we have already been busy delivering meaningful change for residents. For example, between publishing the Strategy last December and this Action Plan, the Council has eliminated the use of accommodation for families with children where they have to share a kitchen or bathroom with other households. This Action Plan outlines our plan to do even more to address the homelessness crisis.
- 3.3 The homelessness crisis is a crisis in many senses. It represents a financial crisis for the council. It represents a health crisis, exacerbating physical ill health and placing an enormous mental burden on residents. It is an educational crisis, disrupting children's education and making it harder for children to focus on nursery and school. It is an employment crisis, making it harder for many people to hold down or start a job. And it is a crisis of community, alienating people from their communities.
- 3.4 That's why we have published our action plan outlining the steps we will take to address this crisis. We know we cannot succeed alone, which is why we have outlined at length how we will work with over 15 partners to address both homelessness and rough sleeping. We have outlined monitoring arrangements, established robust governance procedures, and published strong, clear targets for the next year.
- 3.5 There are too many cases where something can and should have been done earlier – where homelessness was preventable. That's why we've set a bold target that we prevent homelessness for 42% of households who come to us at

risk of or experiencing homelessness – and even higher for those experiencing overlapping and deep-seated social, economic, and health challenges.

- 3.6 There are too many individuals sleeping rough on our streets, including some that are sleeping rough long-term. That's why we've set bold action, to ensure that there are half as many people rough sleeping, especially long-term rough sleeping, by December 2027.
- 3.7 We know there are too many children growing up in temporary accommodation. That's why we're taking action to continue to ensure that no children grow up in accommodation with shared toilets or kitchens – and to slow the increasing numbers of children living in temporary accommodation.
- 3.8 There are too many cases that return to homelessness after finding a home. That's why we've set a goal that most single people (75%) and refugees (70%) engaging with our Single Homelessness Prevention Service maintain their tenancies for at least 12 months.
- 3.9 I'm proud we're setting such bold targets for such an important set of issues. By doing this, we will be able to provide a good, stable home for more residents, improving their wellbeing. Not only will this drive substantial cost reduction for the council – our Action Plan will mean improved wellbeing for more residents, improving their educational inclusion, employment opportunities, physical health, mental wellbeing and connection to their community.
- 3.10 The Strategy closely aligns with four of the five overarching themes set out in the Borough Plan, reflecting how fundamental suitable housing is to every individual's ability to thrive:
- *Prosperity and stability in Brent*
 - *Thriving communities*
 - *A healthier Brent*
 - *The Best Start in Life*
- 3.11 The Borough Plan also sets out several housing specific aims, which are also reflected in the draft Homelessness and Rough Sleeping Action Plan:
- *More council homes and temporary accommodation provided by the Council.*
 - *More genuinely affordable and accessible homes available for families and residents.*
 - *Achieving the 'functional built to zero' definition, which means there are fewer people moving into rough sleeping than there are being supported out of it.*
 - *More people supported to live in their own home*
- 3.12 Preventing Homelessness programme: the Action Plan and Strategy closely align with the Council's Preventing Homelessness Programme, a strategic, cross-council programme of work focused on: improving the Council's Housing

Needs & Support Department; preventing homelessness; and reducing the use and cost, and improving the quality, of temporary accommodation.

4.0 Detail

Draft Homelessness and Rough Sleeping Action Plan

- 4.1 The draft Action Plan (Appendix 1) has been developed to deliver the five commitments set out in the Homelessness and Rough Sleeping Strategy 2026–2031, in line with the MHCLG Homelessness Code of Guidance. It covers the same five-year period as the Strategy. The Action Plan has been developed by identifying key challenges and opportunities to overcome them with staff across the Department and wider partners, building on existing work the Department is doing as well as the Preventing Homelessness Change Programme. An early draft has been shared with MHCLG, who were overall very pleased with the content and made some suggestions for minor comments, which have since been incorporated.
- 4.2 The Action Plan is structured around Brent's performance against the homelessness and rough sleeping metrics in the government's Outcomes Framework for Local Government, setting out, for each metric: the Council's current position and target, actions the Council will undertake to meet those targets and named responsible owners for each action, and how delivery will be governed.
- 4.3 The Homelessness Code of Guidance requires that the Action Plan be formally signed off by Cabinet before adoption.
- 4.4 Headline positions and actions include:
- Households with children in temporary accommodation: current position of 972 (Stage 1) / 725 (Stage 2), equivalent to 13.9 households with children in TA per 1,000 Brent households. Action includes continuing the “Find a Place You Can Afford” initiative, quarterly Temporary Accommodation Forums prioritising the longest-staying families, to maintain momentum on move-ons. Building private rented sector supply through the Landlord Forum, and new 10-year+1 leased accommodation. Although this is not going to reduce the number of households with children in TA, it will improve the quality and reduce the cost of the TA they are living in, which has been endorsed by MHCLG.
 - B&B use over six weeks: Brent currently has 0 families in B&B or shared accommodation over six weeks. The Council maintains a strong commitment to continuing to achieve this, in line with the law. As the Council is not required to produce a B&B elimination plan, the Action Plan instead sets out the steps that will be taken to maintain this position, including six-week rule tracking as part of standard case management, an escalation process for cases at risk of breach, and a dedicated lead officer.

- Rough sleeping: the single-night figure was 55 (July 2026), with 33 people seen sleeping rough over the month, of whom 32 (40%) were sleeping rough long-term. The Council's Long-Term Rough Sleeping Partnership Plan commits to reaching a functional zero position for long-term rough sleeping by 2031, working within the Built for Zero framework alongside Crisis and other local partners. A Target Priority Group of 28 people (as at May 2026) is being prioritised for intensive, multi-agency support.
- Preventing homelessness: the Preventing Homelessness Delivery Group will lead a test, learn and grow approach to prevention, including a frontline training programme covering affordability assessments and welfare advice, a coordinated pathway for households with complex needs, and improved supported accommodation provision for residents experiencing multiple disadvantage.

4.5 The Action Plan sets out Brent's partnership arrangements in detail, covering both prevention-focused partners and accommodation/support providers. The key partners, and the cohorts each supports, are summarised below.

Partner Organisation	Prevention Role	Cohort
Crisis	Direct homelessness prevention services and support for Brent's Built for Zero programme.	Rough sleeping; long-term rough sleepers
SHPS	Supported accommodation and floating support to sustain tenancies and avoid repeat homelessness.	Single homelessness; multiple disadvantage
Beam	Support into employment for households moving on from TA/homelessness.	General prevention; move-on from TA
NHS NW London (hospital discharge)	Joint discharge protocol and named housing link worker for complex cases.	People leaving hospital; multiple disadvantage
HM Probation Service	Pre-release housing assessments and referral pathway for those leaving custody/on probation.	People leaving prison; criminal justice
Via (Substance Misuse)	Joint working bridging public health and homelessness services.	Substance misuse; multiple disadvantage
Brent Children's Social Care / Leaving Care Team	Joint pathway and housing plans for care leavers before age 18.	Young people leaving care

NHS Brent Integrated Care Board	Strategic partner on health/housing interface; shared data and multi-agency risk panels.	Multiple disadvantage; mental health
Home Office / Asylum Support	Prevents destitution for asylum claimants and NRPF households.	Asylum seekers; NRPF households
Veterans Support Organisations	Single point of contact for veterans at risk of homelessness.	Veterans
DWP	Co-located adviser; benefit maximisation and income stabilisation.	General prevention; households in TA
MAPPA / MARAC	Joined-up housing response for high-risk individuals.	Domestic abuse; criminal justice
IDVA	Fast-track referral into housing options and safety planning.	Domestic abuse
Brent Homelessness Forum	Multi-agency forum for prevention planning and intelligence sharing.	Cross-cutting; all cohorts
Look Ahead, DePaul, Hestia (Commissioned HRS)	Supported accommodation for single homelessness, 16–25s, and complex/mental health needs.	Single homelessness; young people; complex needs
MAC (West London Partnership)	Move-on options, including out-of-London, for long-term rough sleepers.	Long-term rough sleeping
Hodge Jones & Allen Solicitors	Legal advice and representation to prevent homelessness through early intervention.	Legal prevention; PRS

- 4.6 The Action Plan also sets out the Council's temporary accommodation suitability policies, including the Council's Placement Policy framework; the Department's approach to pre-inspecting all potential new properties; an enhanced duty of suitability for families with children (including the Council's position on B&B use, public health drop-in surgeries at Anansi House and Knowles House, coordination with Early Years, and prioritisation of benefit-capped families for move-on).

5.0 Next Steps

- 5.1 Officers will ensure that the final version of the Action Plan is formally published on the Council's website before 1 December 2026.
- 5.2 Officers will monitor progress towards the action plan closely. The Brent Homelessness Forum will serve as the primary governance mechanism for

overseeing delivery of the Action Plan with external partners, community organisations and residents, meeting quarterly and chaired by Crisis. In addition, Housing Needs and Support's senior management team will be accountable for delivering and monitoring the Action Plan, and progress will also be monitored by the Preventing Homelessness Programme Steering Group. Regular updates will also be provided to the Lead Member for Housing, Homelessness and Renters, Cabinet, and the Council Management Team as required.

6.0 Financial Considerations

- 6.1 The Housing Needs and Support budget overspent by £11.7m in 2025/26 and £15.3m in 2024/25 due to exceptionally high demand for the service and a shortage of affordable Private Rented Sector (PRS) accommodation. Notwithstanding the £8m growth allocation included within the 2026/27 budget, the service is forecast to overspend by £9.5m this year, assuming current levels of demand and monthly net expenditure continue throughout the year.
- 6.2 There will be a number of interventions and projects focusing on increasing the supply and decreasing costs that will be set out in the Action Plan. However, it is important to note that the overarching budgetary pressure from homelessness may not be significantly alleviated by these potential savings as they are not immediately cashable against the backdrop of ongoing pressures and ongoing demand for the service.
- 6.3 There are no direct financial implications arising from the development of this action plan.

7.0 Legal Considerations

- 7.1 The Ministry for Housing, Communities and Local Government's Homelessness Code of Guidance states that an effective action plan should be developed to ensure that the objectives set out in the homelessness strategy are achieved. The Action Plan should be published by 1 December 2026.
- 7.2 Under Section 1(4) of the Homelessness Act 2002, it is a legal requirement for the Council to review, formulate, consult on and publish a homelessness strategy every five years or the local authority can choose to do this more frequently if circumstances in the district have changed. Section 1(5) requires the local housing authority to take their homelessness strategy into account in the exercise of their functions. The Ministry for Housing, Communities and Local Government's Homelessness Code of Guidance states that an effective action plan should be developed to ensure that the objectives set out in the homelessness strategy are achieved. 9.3 The amended Homelessness Code of Guidance published in February 2018 (updated July 2025) under the Homelessness Reduction Act 2017 states that additional duties introduced through the 2017 Act should be incorporated into a local authority's homelessness strategy including the involvement of all relevant partners for earlier identification and intervention to prevent homelessness and establishing

effective partnerships and working arrangements with agencies to facilitate appropriate duty to refer referrals.

8.0 Equity, Diversity & Inclusion (EDI) Considerations

- 8.1 An Equalities Assessment has been completed for the Homelessness and Rough Sleeping Action Plan.

9.0 Climate Change and Environmental Considerations

- 9.1 None.

10.0 Communication Considerations

- 10.1 The Action Plan has already been shared with MHCLG and has since been modified following their consultation feedback; MCHLG were very complimentary about the draft Action Plan.

Report sign off:

Thomas Cattermole

Corporate Director, Residents and Housing Services

Legal considerations provided by:
Fabian Peter

Finance considerations provided by:
Mohammed Ali Shah

**Brent Council Homelessness and Rough Sleeping Action Plan
2026 – 2031**

Introduction

Brent Council is required to have an action plan for how it will deal with homelessness, in line with *A National Plan to End Homelessness* and the Homelessness Code of Guidance.

This Homelessness and Rough Sleeping Action Plan sits alongside Brent Council's [Homelessness and Rough Sleeping Strategy 2026 – 2031](#). It has been designed to cover the same time period as the Strategy.

The Action Plan and Strategy closely align with the Council's Preventing Homelessness Programme, which is a strategic, cross-council programme of work focused on:

1. Improving the Council's Housing Needs & Support Department
2. Preventing homelessness
3. Reducing the use and cost, and improving the quality, of temporary accommodation

What's in this Action Plan

In line with MHCLG's guidance on Homelessness and Rough Sleeping Action Plans, this Action Plan sets out:

- Brent's targets for improving performance against each of the homelessness and rough sleeping metrics in the Outcomes Framework for Local Government, and how Brent Council will meet each of those targets.
- An overview of Brent Council's arrangements for ensuring that delivery of this Action Plan is monitored.
- An overview of Brent Council's arrangements for working in partnership with other organisations to address homelessness in the borough.
- The Council's plan for working in partnership with others to address long-term rough sleeping.
- The Council's policies for ensuring suitability of temporary accommodation.

The *National Plan to End Homelessness* stipulates that if a local authority has families in B & B/shared accommodation for over six weeks it needs to produce a B & B elimination plan. As of July 2026, Brent Council has 0 families in B & B/shared accommodation. As such, the Council hasn't produced a B & B elimination plan but has identified the steps that it will take to maintain the current position. In the event that the current position changes, the Council will take steps to develop a B & B elimination plan.

Targets and plan for meeting them

Brent Council has a range of governance structures in place, both internally and with partners, to ensure accountability for delivery of this Action Plan.

Outcome metric From the Outcomes Framework for Local Government	Brent Council's target	What the Council will do to meet its target	Responsible Owner
Households with children in temporary accommodation	Current: Stage 1: 972 Stage 2: 725 Total: 1697 Current: 13.9 per 1,000 households Target: 14.4 households per 1000 Target Date: 1 December 2027	- Continue to deliver the Find a Place You Can Afford initiative – to support families to secure affordable PRS accommodation. TA Forum to be held quarterly to allow for meaningful progress and momentum on move-ons. Prioritising families with children who have been in TA for an extended period to support faster move-ons. - Build PRS supply through Landlord Forum and active promotion of the new 10-year +1 day leased accommodation and utilise for families with an accepted main duty. - Prioritise move-on for benefit capped families who have been in TA the longest through a dedicated out of borough and out of London sourcing project. - Ongoing data cleansing to correctly flag households with children across TA types – Stage 1 (initial placement made at first point of homelessness, prior to the main duty decision), Stage 2 (placement following acceptance of the main duty), hostels and	Housing Resolutions Team (HROs) Service Manager / Private Sector Initiatives Team (PSI Team) Service Manager Temporary Accommodation Project Managers / Temporary Accommodation Project Officers / HRO Team Leaders PSI Service Manager/TA Project Managers + Head of Accommodation Services TA Project Managers & HRO Service Manager + HRO Team Leaders + Private Rented Sector Offers (PRSO) Team Leader HRO Team Leaders + Resident Data Team + TA Project Managers and HRO Service Manager

		EHLs, supporting accurate reporting and targeted move-on activity. - Public health drop-in surgeries at Knowles House and Anansi House: Following joint visits with Public Health, scoping is underway for regular on-site sessions to reduce access barriers for families with children in TA. Schedule to be formalised once scoping completes. Scoping still underway following joint visits; plan to formalise a schedule of co-located services at Anansi House and Knowles House. - Automated GP/school notifications on placement: In development – system to alert services when a family is signed up to a property. - Targeted early years engagement (pilot) for households in TA to prevent educational exclusion of 0-5s. - Private Sector Initiatives team committed to all new property inspections before use. Temporary Accommodation inspections by The Housing Resolutions Team to be carried out when disrepair is reported, rather than leaving it to the landlord. - The Housing Options Team is regularly available at Best Start Family Hubs,	Head of Accom Services + Service Manager (until new TA PM starts) Head of Accom Services + Service Manager (until new TA PM starts) Early years Team Leader + HNS Service Manager PSI Service Manager + HRO Service Manager + HRO Team Leaders
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		providing housing & tenancy advice and support as part of the Council's wider early homelessness prevention strategy. The team offers a range of practical support and guidance to families: ○ Tenancy sustainment advice and support. ○ Assistance with managing overcrowding issues. ○ Guidance on searching for and accessing private rented accommodation. ○ Advice on housing affordability and budgeting. ○ Information on Local Housing Allowance, benefit entitlements, and housing benefits. ○ Income maximisation support i.e access to employment. ○ Information on housing opportunities outside London. ○ Assistance with resolving landlord and tenancy disputes. ○ General advice on applying for and accessing social housing through the housing register. Staff are equipped with specialist training and resources to effectively support vulnerable families and individuals with more complex housing needs, ensuring they receive tailored advice and early intervention to help prevent	Head of Homelessness Services + Housing Options Service Manager
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		homelessness and signpost to relevant team where relevant.	
Families in B & B over six weeks	Current: 0 families Note: As of July 2026, Brent Council has 0 families in B & B accommodation. This means that the Council isn't required to produce a B & B elimination plan – however, the Council has identified specific steps that it will take to maintain the current position. Target: 0 Target Date: Ongoing	• Maintain the overall position of 0 families in B & B for over six weeks by: ○ Regularly monitoring data on families in shared/B & B accommodation, including by tracking the six-week rule as part of standard case management processes. ○ Continuing to use updated guidance and checklists when assessing new cases. ○ Continuing to improve recording of accommodation details – to help match families to suitable accommodation. ○ Maintaining a process for escalating cases where there is a risk of breach or delay to senior decision-makers. ○ In exceptional circumstances where no self-contained accommodation is available, any placement into shared facilities must be approved by the Service Manager or above. ○ Dedicated lead officer. ○ Continually identifying opportunities to procure new, suitable accommodation. ○ Temporary Accommodation Visiting Team – Brent participates in the West	TA Project Manager + HRO Service Manager + Emergency Accommodation Team Manager HRO Team Leaders HRO Team Leaders + PRSO Team Leader TA Project Manager & HRO Service Manager TA Project Manager & HRO Service Manager Emergency Accommodation Manager TA Project Manager & HRO Service Manager + PSI Service Manager

		London Alliance TA Visting Support Service Pilot, a sub regional service (with Harrow, Hounslow, RBKC, Barnet, Camden and Westminster) verifying occupancy of TA properties through scheduled and ad-hoc visits, reporting vacancies and potential fraud. This sits alongside Brent's own local occupancy and property checks, with any suspected non-occupation escalated through the Council's own housing and enforcement processes.	Head of Accom Services + HRO Service Manager
Success at preventing and relieving homelessness	<i>Percentage of all duties owed where homelessness was prevented or relieved</i> Current: 33% Target: 42% Target date: 1 August 2027	Continue to deliver the Find a Place You Can Afford initiative. • Explore use of LIFT tool to identify households at risk earlier and intervene. • Explore opportunity to develop in-house predictive tool to predict, using non-homelessness data, households at imminent risk of homelessness and intervene. Strengthen cross system and community partnerships building on the current joint working with communities, drawing on models like the Harlesden Working in Neighbourhoods Team, providing more joined up support to residents.	All Service Managers + Housing Options Team Head of Homelessness Services + Service Managers + Change and Improvement team All Service Managers + Private Rented Sector Sustainment and Compliance Manager

		• Improve communication with residents, including via community organisations, so they know when and where to get help. • Maximise the use of the Private Rented Sector Sustainment and Compliance Team working with tenants and landlords to resolve issues i.e. rent, poor conditions and repairs before they escalate, helping tenants stay in their homes. Where problems can't be resolved, the team advises on next steps and can involve enforcement teams if needed. • Preventing Homelessness Delivery Group (PHDG) to lead a test, learn and grow approach, piloting and scaling prevention interventions to reduce households approaching as homeless or at risk.	Head of Homelessness Services Private Rented Sector Sustainment and Compliance Manager Head of Homelessness Services
Single homeless people supported by SHPS who sustain their tenancy for at least 12 months (% of people against the referral rate)	Baseline: 84% sustainment (July 2026) Target: 75% Target Date: 1 December 2027	• SHPS is contractually obliged to sustain tenancies for 8 months to receive an outcomes payment. The Council will go further and monitor the number of single homeless people who sustain a tenancy for 12 months, as a percentage of the referral rate, to track sustainment beyond the contractual outcome. • This will be monitored using SHPS contract management data and reported through	PSI Service Manager Single Homelessness Service Manager

		existing SHPS contract monitoring arrangements.	
Newly granted refugees placed into accommodation by SHPS who sustain their tenancy for at least 12 months (% of people against the referral rate)	Baseline: 76% <i>sustainment (July 2026)</i> Target: 70% Target Date: 1 December 2027	- The refugee contract, also managed by SHPS, carries the same contractual obligation to sustain tenancies for 8 months to receive an outcomes payment. The Council will monitor the number of newly granted refugees successfully placed into and sustaining a tenancy for 12 months, as a percentage of the referral rate. - This will be monitored using SHPS contract management data and reported through existing SHPS contract monitoring arrangements.	PSI Service Manager Single Homelessness Service Manager
Success at preventing and relieving homelessness for those experiencing multiple disadvantages	<i>Percentage of all duties owed where homelessness was prevented or relieved</i> Current: 26% Target: 44% Target date: 1 December 2027	- Roll out the frontline training programme covering affordability assessments, income maximisation, and welfare advice to improve the quality of prevention activity at first contact. - Develop a coordinated pathway between the DA team, MASH and Best Start Family Hubs to ensure households with complex needs receive joined up support at earliest point of contact. - Ensure care leavers have a housing plan in place well ahead of their 18th birthday, through the joint pathway between Children's Social Care/Leaving Care Team and Housing Options, so that homelessness among care leavers is prevented rather than relieved.	All Services Managers + Team Leaders Head of Homelessness Service + Housing Options Service Manager Head of Homelessness Service

		• Developing more and better supported accommodation for residents experiencing multiple disadvantages. • Develop an improved pathway into supported accommodation for residents experiencing multiple disadvantages, including an integrated supported housing referral panel. Partnership working (below): • Supported accommodation • Hospital discharge team • Use the Preventing Homelessness Delivery Group to coordinate a cross-organisational response to individuals at risk of or experiencing rough sleeping, ensuring a consistent and timely offer of support. • Working in Neighbourhoods Team (WIN) brings the council, NHS, Crisis and community partners together in local multi-agency teams to spot and support residents earlier. • Working with Via, Brent's commissioned Integrated Treatment, Recovery, Wellbeing and Substance Misuse Service, to jointly support residents whose drug and alcohol needs are a driver of homelessness, including a shared care planning and referral into treatment and recovery services for those experiencing multiple disadvantage.	Change and Improvement PM Change and Improvement PM & Head of Accommodation Services Change and Improvement PM Hospital Discharge Housing Coordinator Change and Improvement PM Head of Service of Homelessness Services Single Homelessness Service Manager
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People sleeping rough on a single night	<i>Number of people Single night:</i> Actual: July: 55 (Annual figure: 81) Target: 39 annual figure Target date: 1 December 2027	- Continue to have 2 dedicated Rough Sleeping Housing Officers and Navigators based at Turning Point. They will see anyone presenting as rough sleeping and assess them using the government rough sleeping assessment tool. - Continue to operate the Outreach Team (commissioned) 5 days per week, actively searching for people sleeping rough and referring into the team or Assessment Hub depending on eligibility. - Maintain the 14-bed Assessment Hub (commissioned), with 4 spaces reserved for those with No Recourse to Public Funds (NRPF), providing immediate shelter and structured move-on support. In addition to the core activity set out above, the Council is undertaking the following targeted pieces of work to further reduce rough sleeping, in response to MHCLG's request to understand additional activity planned beyond business as usual. Women's Census Week: Participating in Women's Census Week, with outreach specifically targeted at women sleeping rough, reporting figures to the national statistics office in partnership with Women's Solace Aid, to better understand and respond to female rough sleeping in the borough. Encampments: Moving to enforcement action against individuals in encampments who are not engaging despite being offered support. Of 7 encampments currently identified in the borough, 2	Rough Sleeper & Support Manager Rough Sleeper & Support Manager Rough Sleeper & Support Manager Rough Sleeper and Support Manager
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		have been cleared in recent weeks, leaving 5 remaining. This includes the encampment at Kilburn station, where belongings pushed onto the public highway by TfL have become a council responsibility; this is being addressed jointly by the ASB team and the Police. Built for Zero (BfZ) Sprints: As part of Brent's participation in the Built for Zero framework alongside Crisis and other local partners, the Council is taking part in targeted BfZ improvement sprints – short, focused pieces of work using by-name, real-time data to identify and close specific gaps in the system. The current sprint is reviewing evictions onto the street directly from supported accommodation, examining why some residents are leaving supported placements into rough sleeping rather than moving on successfully, and identifying changes to move-on pathways, support planning, or eviction processes needed to prevent this. Findings and actions from this sprint will feed into the Council's wider work to reach a functional zero position on long-term rough sleeping by 2031.	
People sleeping rough over the whole month who are long term	Number of people: 33 Target: 25 Target date: 1 December 2027	• Move away from the use of CHAIN numbers and work with Crisis and Built for Zero lists to identify people at risk of rough sleeping at the earliest stage, before they reach the street. • Continue to work with MAC (West London Partnership) to support move-on for long-term rough sleepers, including out-of-London options where appropriate, to reduce the number sleeping rough over the whole month.	Single Homelessness Service Manager + Rough Sleeper & Support Manager Rough Sleeper & Support Manager

		• Two Tenancy Sustainment Officers work across the wider single homelessness cohort, not just rough sleepers, with a focus on preventing clients from returning to Turning Point and sustaining their tenancy once housed. • Rough Sleeping Accommodation Programme (RSAP) - Assisting previous rough sleepers with low support needs to find employment. Once in employment, RSAP supports them to move into the private sector and develop independent living skills. • Floating Support & Tenancy Sustainment (Rough Sleeper Specific)- for clients deemed to have very low support needs - not high enough to access commissioned services, but still requiring support. • Craven Park – for individuals who have exhausted all other supported accommodation options and have complex needs (alcohol-related) requiring intensive support. This unit will support up to 8 individuals at a time, living in the building with 24-hour night concierge and daytime support. • Housing First (commissioned) - Intensive support for people who have been rough sleeping. Bypasses the standard homelessness application process – requires only ID and proof of income. A social housing property is allocated directly, with up to 10 hours of in-property support provided.	Tenancy Sustainment Manager Rough Sleeper & Support Manager Rough Sleeper & Support Manager + Tenancy Sustainment Manager Rough Sleeper & Support Manager Rough Sleeper & Support Manager
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		Built for Zero uses real time data to track individuals by name to understand exact housing and support needs.	Rough Sleeper & Support Manager
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Accountability for delivery of this Action Plan

The Brent Homelessness Forum will serve as the primary governance mechanism for overseeing delivery of the Action Plan with external partners, community organisations and residents, meeting quarterly and chaired by Crisis. In addition, Housing Needs and Support's senior management team will be accountable for delivering and monitoring the Action Plan, and progress will also be monitored by the Preventing Homelessness Programme Steering Group.

Regular updates on progress will also be provided to:

- The Lead Member for Housing, Homelessness and Renters
- Brent Council's Cabinet
- Brent Council's Corporate Management Team

How we will know this plan is working

We will know we are delivering this Action Plan when:

- The Homelessness Forum and Preventing Homelessness Delivery Group are using shared data and evidence to shape decisions.

- Partners across health, justice, welfare and the private rental sector are proactively referring people into prevention services, rather than the Council having to chase engagement.
- Successful pilots from the test, learn and grow approach are being scaled into mainstream practice.
- Fewer people leaving hospitals, prisons and care settings are presenting as homeless, reflecting stronger joint working at transition points.
- External partners are helping shape to shape prevention through the Forum, rather than being informed of decisions after the fact.
- The Lead Member, Cabinet and Corporate Management Team are seeing sustained improvement in outcome trends.

Brent Council's partnership approach to addressing homelessness

Homelessness cannot be solved by the Council acting alone. It is driven by factors such as, health, welfare, the justice system, immigration status, the private rental market; that sit substantially outside the Council's direct control, so the Strategy's ambition depends on the strength and coordination of Brent's partnerships as much as on the Council's own services. Partnership working therefore sits at the heart of the Council's approach: not as a supplementary activity alongside statutory homelessness duties, but as core infrastructure for prevention, relief, and long-term system change.

Brent's Homelessness Forum, discussed above, offers an important opportunity for partners and community organisations to provide their expertise and perspective on strategy and direction, with a particular focus on single homelessness. In addition, the Council's Preventing Homelessness Delivery Group (PHDG) provides the strategic coordination for this work. This group brings together Council services and (soon) external partners to lead a test, learn and grow approach to prevention – piloting interventions, scaling what works, and ensuring that partnership activity is aligned with the Action Plan's priorities rather than happening in silos. The group will bring in external partners by March 2027 and will act as the primary route through which external partners feed into the Council's prevention strategy, ensuring that partnership arrangements are not static but continuously refined as needs, evidence, and system pressures change.

The table below sets out the key partners the Council works with, the prevention role each partner plays, how the Council and partner work together in practice, and the specific cohorts or groups that partnership is focused on, including people leaving public institutions such as hospitals, prisons, and care.

Partner Organisation	Prevention Role	How We Work Together	Cohort
Crisis	Provides direct homelessness prevention services and supports Brent's Built for Zero programme, helping to identify people at risk of rough sleeping before they reach the street.	Providing holistic person-centred pathways out of homelessness through: Drop-in support & triage runs Monday-Friday where individuals over 16 who are homeless or at risk can attend in person for assessments. Housing referrals mainly collaborating with the Single Homelessness Team, advocating for individuals and assisting with referrals for temporary council	Rough sleeping; long-term rough sleepers

Partner Organisation	Prevention Role	How We Work Together	Cohort
SHPS (Single Homeless Independent People's Service)	Provides supported accommodation and floating support, enabling people to sustain tenancies and avoid repeat homelessness.	accommodation, private rentals and supported housing. Integrated support services, alongside council housing pathways, ESOL and digital skills training, and specialist refugee housing assistance. Referral pathway from housing options; joint case reviews for clients at risk of tenancy breakdown.	Single homelessness; multiple disadvantage
Beam	Social enterprise supporting people to move on from temporary accommodation and homelessness into employment through training, coaching and crowdfunded programmes, addressing a root cause of homelessness.	Referrals from housing team; joint work to support households in TA to move on, building financial stability and employability alongside housing options.	General prevention; move-on from TA

Partner Organisation	Prevention Role	How We Work Together	Cohort
London North West University Healthcare NHS Trust	Hospital discharge coordination team works proactively with housing to prevent homelessness at the point of discharge, particularly for those with complex health needs.	Joint hospital discharge protocol; named housing link worker for complex cases; early notification of at-risk patients to allow housing intervention before discharge.	People leaving hospital; multiple disadvantage
HM Probation Service	Joint working to prevent homelessness for people leaving custody and those on probation, where lack of settled accommodation significantly increases reoffending risk.	Pre-release housing assessments; referral pathway into housing options; joint case management for those at highest risk of homelessness on release.	People leaving prison; criminal justice
Via – Substance Misuse	Via is Brent's commissioned Integrated Treatment, Recovery, Wellbeing and Substance Misuse Service, providing drug and alcohol treatment and recovery support to residents whose substance use is a driver of homelessness or a barrier to sustaining accommodation. Via plays a preventative role by identifying and addressing substance misuse needs early, before they escalate into a loss of housing, as well as supporting recovery alongside	Via and the Council's homelessness services jointly support residents whose drug and alcohol needs are a driver of homelessness, including shared care planning and a referral pathway into treatment and recovery services for people experiencing multiple disadvantage. The Council is exploring how to strengthen this partnership further, including whether a dedicated officer based at Via's site, or another bridging	Substance misuse needs; multiple disadvantages

Partner Organisation	Prevention Role	How We Work Together	Cohort
	housing stability for people who are already homeless or at risk.	arrangement, would improve engagement with clients who find it difficult to access substance misuse and public health services through mainstream routes.	
Brent Children's Social Care / Leaving Care Team	Joint pathway ensures young people leaving care are not discharged into homelessness, with housing plans in place before they turn 18.	Duty to refer notifications; joint protocol for care leavers approaching 18; priority access to supported accommodation for young people leaving care.	Young people leaving care
NHS Brent Integrated Care Board	Strategic partner on the health and housing interface, commissioning services that address mental health and substance misuse as drivers of homelessness.	Shared data on high-need individuals; participation in multi-agency risk panels.	Multiple disadvantage; mental health; substance misuse
Home Office / Asylum Support	Partnership to prevent destitution and homelessness for households with asylum claims and those with No Recourse to Public Funds (NRPF).	Early notification of asylum decisions to allow housing planning; joint casework for NRPF households; referral into NRPF assessment hub.	Asylum seekers; NRPF households

Partner Organisation	Prevention Role	How We Work Together	Cohort
Veterans Support Organisations	Ensuring Brent meets its statutory duty to have a single point of contact for veterans, and that veterans at risk of homelessness receive appropriate and timely support.	Head of Service for Homelessness – for veterans presenting as homeless or at risk of homelessness (e.g. rough sleeping, street outreach, direct approach.) Head of Accommodation Services – for veterans moving on from supported or temporary accommodation. referral pathway from veterans' organisations into housing options.	Veterans
Department for Work and Pensions (DWP)	Joint work on benefit maximisation and income stabilisation as a core prevention tool, reducing the financial pressures that drive homelessness.	Co-located DWP adviser in housing options; joint work on Universal Credit claims; referrals for households at risk due to benefit changes or sanctions.	General prevention; households in TA
MAPPA / MARAC	Multi-agency frameworks ensuring that high-risk individuals — including those subject to domestic abuse or with serious	Housing representation at MAPPA and MARAC meetings; joint risk assessment and housing planning for high-risk cases.	Domestic abuse; criminal justice; multiple disadvantage

Partner Organisation	Prevention Role	How We Work Together	Cohort
	offending histories — receive a joined-up housing response.		
IDVA (Independent Domestic Violence Advisors)	Specialist support for those experiencing domestic abuse, where safe housing is often the most urgent prevention need.	Fast-track referral pathway from IDVA into housing options; joint safety planning; access to refuge and move-on accommodation.	Domestic abuse
Brent Homelessness Forum	Multi-agency forum providing a shared space for prevention planning, intelligence sharing, and coordination across the borough's homelessness system. The Forum brings together statutory and voluntary sector partners alongside residents with lived experience of homelessness and local community organisations, ensuring the Council's approach is shaped by those directly affected as well as those delivering services.	Monthly meetings; shared data and intelligence; forum for identifying gaps in provision and coordinating responses across partners.	Cross-cutting; all cohorts

Partner Organisation	Prevention Role	How We Work Together	Cohort
MAC (West London Partnership)	Regional partnership supporting move-on for long-term rough sleepers, including out-of-London options — preventing rough sleeping from becoming permanent.	Joint case management for long-term rough sleepers; out-of-borough and out-of-London move-on coordination.	Long-term rough sleeping
Supported Accommodation Provider Forum	Forum for supported accommodation providers across Brent to coordinate provision, share intelligence on need, and plan for future demand.	Regular provider meetings; shared void management; joint planning and future planning.	Multiple disadvantage; complex needs
Look Ahead (Commissioned HRS)	Commissioned Housing Related Support provider delivering supported accommodation for adults 18+ with low to high needs, covering single homelessness, ex-offenders (via probation referral), and those with multiple needs including substance misuse and low-level mental health. Capacity for up to 236 people. Time-limited stays of up to 24 months.	Structured referral pathway via the HRS referral form; joint case management; step-up and step-down between support levels as client needs change.	Single homelessness; ex-offenders; multiple needs
DePaul Charity (Commissioned HRS)	Commissioned Housing Related Support provider for young people aged 16-25, including those with gang-related issues, offending behaviour, substance misuse, or	Structured referral pathway via the HRS referral form; specialist youth	Young people 16-25; care leavers; youth offending

Partner Organisation	Prevention Role	How We Work Together	Cohort
	disengagement from education, training or work. 51 units across 6 properties plus 3 crash pads for 16–17-year-olds. Time-limited stays of up to 24 months.	support; joint working with leaving care team for young people at risk.	
Hestia (Commissioned HRS)	Commissioned Housing Related Support provider delivering two specialist services: mental health supported accommodation for adults 18+ with low to medium needs (105 customers across 20 properties, 300 hours/week support); and a Complex Needs Females service for women affected by domestic abuse, sex working and substance misuse (9 units, 56 hours/week, with night concierge). High needs mental health via 115 Walm Lane (care panel referral). Time-limited stays of up to 24 months.	Structured referral pathway via the HRS referral form; joint working with IDVA and MARAC for domestic abuse cases; care coordinator referrals for high-needs mental health.	Mental health; domestic abuse; complex needs females
Hodge Jones & Allen Solicitors	Legal partner providing housing law advice and representation, preventing homelessness through early legal	Duty solicitor sessions at housing options; legal advice on tenancy disputes and illegal eviction;	Legal prevention; private rented sector

Partner Organisation	Prevention Role	How We Work Together	Cohort
	intervention — particularly for those facing eviction.	representation at court where homelessness can be prevented.	

Brent Council's Long-Term Rough Sleeping Partnership Plan

Collective Vision

Brent Council and its partners share a collective ambition to end long-term rough sleeping in the borough. Our vision is that no one in Brent should be without a safe place to sleep, and that anyone who does sleep rough should be identified quickly, supported effectively, and moved into appropriate accommodation with the right help to sustain it.

Working within the Built for Zero framework alongside Crisis and other local partners, Brent is committed to achieving a functional zero position on long-term rough sleeping where rough sleeping is rare, brief, and non-recurring.

Brent's local target is to reduce the number of people sleeping rough long-term (over the whole month) year on year, with a goal of reaching functional zero for long-term rough sleeping by 2031.

As at May 2026, Brent's single night rough sleeping figure was 40. Over the course of the month, 81 people were seen sleeping rough, of whom 32 (40%) were sleeping rough long-term.

Partnership Approach to Targeting Resources

Brent Council leads a coordinated multi-agency response to rough sleeping, bringing together statutory and voluntary sector partners to ensure resources are targeted at those with the highest need:

- Built for Zero lists are used to maintain a real-time, by-name approach to identifying and tracking people sleeping rough in the borough, moving away from chain numbers towards a person-centred model that enables earlier and more targeted intervention.
- The commissioned Outreach Team operates 5 days per week, actively searching for people sleeping rough and referring them into the Council's team or the Assessment Hub depending on eligibility.
- The Assessment Hub (commissioned) provides 14 bed spaces including 4 reserved for those with No Recourse to Public Funds as the first point of structured support, with an intended stay of 12 weeks and move-on to appropriate accommodation thereafter.
- Housing First (commissioned) provides direct social housing allocation with up to 10 hours weekly of intensive in-property support for individuals with the most complex histories of rough sleeping, bypassing some of the standard homelessness application process.
- Two Navigators provide intensive case coordination for individuals on the by-name list, undertaking immigration, benefits and pre-housing-readiness work before clients are ready for mainstream pathways.
- MAC (West London Partnership) provides out-of-borough and out-of-London move-on options for long-term rough sleepers where local options have been exhausted.
- Three commissioned Housing Related Support Providers Look Ahead, DePaul, and Hestia, provide a range of supported accommodation across the borough, covering single homelessness, young people aged 16-25, mental health needs, and complex needs females. Together these services provide support to over 390 people across Brent.

Coordination of Delivery

Day-to-day coordination of rough sleeping interventions is led by the Rough Sleeper and Support Manager. Council-run services include:

- Two dedicated Rough Sleeping Housing Officers based at Turning Point, who assess anyone presenting as rough sleeping using the government rough sleeping assessment tool. Turning Point is Brent Council's Housing Emergency Centre in Harlesden, where the Single Homeless Prevention Service (SHPS) and Rough Sleeping Housing Officers are based to provide on site assessment and support for people experiencing or at risk of homelessness.
- Two Tenancy Sustainment Officers supporting people across the wider single homelessness cohort. Since 2022 these officers have supported between 85 and 95 people none of whom have returned to rough sleeping.
- Specialist provision at Craven Park for individuals with complex needs who have exhausted all other supported accommodation options, providing intensive 24-hour night concierge and daytime support for up to 8 residents.
- The Rough Sleeping Accommodation Programme (RSAP), which supports individuals with low support needs into employment and independent living in the private sector.
- Floating Support and Tenancy Sustainment, for former rough sleepers' clients with low support needs who do not meet the threshold for commissioned services but still require structured support to sustain to maintain and their accommodation. Since 2022 these officers have supported between 85 and 95 people none of whom have returned to rough sleeping.

The Council's approach is designed as a flexible, stepped system clients can move up or down between levels of support depending on their needs at any given time, ensuring that no one falls through the gaps when their circumstances change.

Collective Monitoring of Progress and Governance

Progress against the long-term rough sleeping target is monitored through:

- Monthly reporting to MHCLG via the DELTA system, covering the single night figure, monthly cohort, long-term rough sleepers, Target Priority Group (TPG) status, and a breakdown of where TPG members are (sleeping rough, in off-street accommodation, in medium/long-term accommodation, in prison or hospital, or lost contact).
- Regular review of the by-name list, shared between Brent Council, Crisis, and Turning Point, to track individual progress and monitor movement.
- Monthly participation in the Brent Homelessness Forum, where the Council provides updates to partners on progress and identifies emerging challenges.
- Reporting to the Preventing Homelessness Steering Group, which provides senior-level oversight and accountability for delivery.

Target Priority Group

Brent's Target Priority Group (TPG) for 2026/27 is defined in line with MHCLG guidance as people who have been sleeping rough in two or more years out of the last three, or in two or more months out of the last 12 months that is, those furthest from having their rough sleeping resolved, who will remain so without bespoke multi-agency intervention. The TPG can include people currently sleeping rough or those in off-street settings who are most likely to return to rough sleeping.

As at May 2026, Brent's TPG stands at 28 people. Of these:

- 10 are currently sleeping rough
- 5 are in off-street accommodation awaiting move-on
- 5 are in medium or long-term accommodation
- 2 are in prison, 1 is in hospital, and 4 have lost contact

The outreach team has refocused its work to prioritise long-term rough sleepers on the TPG, rather than solely responding to new referrals. Progress against the TPG is reported monthly to MHCLG via DELTA. The TPG cohort will be refreshed in autumn 2026 in line with further guidance from MHCLG.

Brent Council's policies for ensuring the suitability of temporary accommodation

Anticipated demand for temporary accommodation, by type of temporary accommodation

Month	Forecast: Households in TA	Financial Year	TA Type: Annexes	TA Type: B&Bs ¹	TA Type: Council owned	TA Type: Long- term leased
01/07/2026	2531	26/27	1421	60	120	930
01/08/2026	2557	26/27	1457	60	120	920
01/09/2026	2571	26/27	1476	60	120	915
01/10/2026	2552	26/27	1452	60	120	920
01/11/2026	2554	26/27	1434	60	120	940
01/12/2026	2548	26/27	1378	60	120	990
01/01/2027	2566	26/27	1346	60	120	1040
01/02/2027	2596	26/27	1326	60	120	1090
01/03/2027	2647	26/27	1357	60	120	1110
01/04/2027	2668	27/28	1373	60	120	1115
01/05/2027	2692	27/28	1397	60	120	1115
01/06/2027	2682	27/28	1387	60	120	1115
01/07/2027	2685	27/28	1390	60	120	1115
01/08/2027	2687	27/28	1382	60	120	1125
01/09/2027	2703	27/28	1388	60	120	1135
01/10/2027	2684	27/28	1359	60	120	1145
01/11/2027	2684	27/28	1349	60	120	1155
01/12/2027	2679	27/28	1334	60	120	1165
01/01/2028	2699	27/28	1344	60	120	1175
01/02/2028	2731	27/28	1366	60	120	1185

¹ N.B. non-self contained B&B accommodation is and will only and exclusively be used for single residents - not for families.

01/03/2028	2784	27/28	1409	60	120	1195
01/04/2028	2805	28/29	1420	60	120	1205
01/05/2028	2829	28/29	1434	60	120	1215
01/06/2028	2819	28/29	1414	60	120	1225
01/07/2028	2823	28/29	1408	60	120	1235
01/08/2028	2824	28/29	1399	60	120	1245
01/09/2028	2840	28/29	1405	60	120	1255
01/10/2028	2822	28/29	1377	60	120	1265
01/11/2028	2823	28/29	1368	60	120	1275
01/12/2028	2817	28/29	1352	60	120	1285
01/01/2029	2837	28/29	1362	60	120	1295
01/02/2029	2869	28/29	1384	60	120	1305
01/03/2029	2922	28/29	1427	60	120	1315
01/04/2029	2944	29/30	1439	60	120	1325
01/05/2029	2968	29/30	1453	60	120	1335
01/06/2029	2957	29/30	1432	60	120	1345
01/07/2029	2961	29/30	1426	60	120	1355
01/08/2029	2963	29/30	1418	60	120	1365
01/09/2029	2979	29/30	1424	60	120	1375
01/10/2029	2961	29/30	1396	60	120	1385
01/11/2029	2962	29/30	1387	60	120	1395
01/12/2029	2956	29/30	1371	60	120	1405
01/01/2030	2976	29/30	1381	60	120	1415
01/02/2030	3008	29/30	1403	60	120	1425
01/03/2030	3061	29/30	1446	60	120	1435
01/04/2030	3083	30/31	1458	60	120	1445
01/05/2030	3107	30/31	1472	60	120	1455
01/06/2030	3097	30/31	1452	60	120	1465
01/07/2030	3101	30/31	1446	60	120	1475
01/08/2030	3102	30/31	1437	60	120	1485

01/09/2030	3118	30/31	1443	60	120	1495
01/10/2030	3100	30/31	1415	60	120	1505
01/11/2030	3101	30/31	1406	60	120	1515
01/12/2030	3096	30/31	1391	60	120	1525
01/01/2031	3116	30/31	1401	60	120	1535
01/02/2031	3148	30/31	1423	60	120	1545
01/03/2031	3201	30/31	1466	60	120	1555

Figures identify the number of households in TA as of the date noted i.e. the start of the month.

Rationale

These figures are underpinned by significant data modelling, taking into account performance, policy and legislative changes, and the Council's transformation ambitions.

The Council used machine learning, based on historical data, to predict the total number of households in temporary accommodation per month going forward. Staff have then made various tweaks, taking into consideration various key points:

- The Council's planned pipeline for temporary accommodation supply, e.g. plans to bring on long-term leased temporary accommodation at scale
- The Council's B&B position, namely that the Council does not use B&B for families
- The Renters' Rights Act – the Council anticipates a 10% reduction in entries into temporary accommodation once the law settles
- Reduced access to new build social housing delivery as a means to ending temporary accommodation occupation, following record new build delivery in 25-26 and 26-27

Brent Council's temporary accommodation policies

[Brent Council's Placement Policy](#) sets out how the Council will:

- ensure suitability requirements are met; and
- mitigate disruption to essential support and services where people are moved into temporary accommodation – especially when those placements are out-of-borough.

Oversight mechanisms for suitability:

The Council's Placement Policy sets out the framework for how temporary accommodation placements are made and reviewed. Key provisions include:

- Suitability assessments are carried out at the point of placement, considering household size and composition, medical and disability needs, proximity to schools and employment, and any safeguarding considerations.
- Out-of-borough placements are made only where no suitable in-borough accommodation is available. Where households are placed out of borough, the Council will work proactively to identify an in-borough or closer alternative at the earliest opportunity.
- All new properties are inspected by the Private Sector Initiatives (PSI) Team before use, to ensure they meet the required suitability and safety standards.
- The Housing Resolutions Team carries out inspections when disrepair is reported, rather than relying on landlord self-certification.
- Automated GP and school notifications are in development, to alert services when a family is signed up to a property minimising disruption to essential services.
- Bridge Support Service provides dedicated one to one support for families living in TA, helping to address practical, financial and wellbeing needs and supporting sustainable move-on into settled accommodation.
- The Council has a 'Setting the Standard' framework to ensure the physical condition of temporary accommodation is suitable with properties assessed against clear standards and non-complaint issues addressed.

Families with Children

The Council applies a heightened duty of suitability for families with children. Key provisions include:

- The Council maintains a position of zero families in B&B or shared accommodation for more than six weeks. Where a family is placed in B&B in exceptional circumstances, this must be approved by the Service Manager or above, and a named officer takes responsibility for resolving the placement as a top priority.
- Public health drop-in surgeries are being formalised at Anansi House and Knowles House (Council-owned emergency accommodation), following joint visits to ensure co-located health services are available to families in TA.
- TA forums are held with families who have been in TA for an extended period, to identify barriers to move-on and provide targeted support.
- Benefit-capped families who have been in TA the longest are prioritised for move-on through a dedicated out-of-borough and out-of-London sourcing project.
- The Council is piloting a joint scheme with the Early Years service to proactively reach out to households in long-term temporary accommodation in Brent with 0–5-year-olds, to prevent educational exclusion.

Monitoring and Review

The Council monitors the suitability of its TA stock on an ongoing basis:

- Data on households in TA is regularly reviewed by the Housing Resolutions Team, including tracking against the six-week rule for families as part of standard case management.
- Accommodation details are recorded systematically to help match families to suitable accommodation and to support data-driven decision-making on procurement.
- The Council continually identifies opportunities to procure new, suitable accommodation including longer-term leased properties and conversions of nightly paid placements to improve the quality and cost-effectiveness of the TA stock.
- The Council's approach to TA suitability is further detailed in its TA Suitability Framework, which sets out the standards expected of all accommodation used for homeless households and the process for reviewing and improving the stock over time.

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	Cabinet 12 October 2026
	Report from the Corporate Director of Residents and Housing Services
	Lead Member - Cabinet Member for Housing, Homelessness and Renters (Councillor Robert Johnson)
Amendment to Gypsy, Roma & Traveller Framework and Action Plan 2026 – 2030	
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:	One Appendix A: Updated Brent Gypsy, Roma & Traveller Framework and Action Plan 2026 - 2030
Background Papers:	None
Contact Officer(s): (Name, Title, Contact Details)	Spencer Randolph, Director Housing Services 020 8379 2546 Spencer.Randolph@brent.gov.uk Grace Hall, Policy and Performance Manager 020 8937 1471 Grace.Hall@brent.gov.uk

1.0 Executive Summary

- 1.1 Cabinet previously adopted Brent's new Gypsy, Roma & Traveller Framework and Action Plan 2026 – 2030 on 7 September 2026.
- 1.2 The Council was subsequently contacted by a representative from London Gypsies & Travellers seeking an amendment to the Framework and Action Plan to remove Appendix B, which set out the Council's approach to unauthorised encampments, and a new commitment to explore negotiated stopping approaches to accommodate households pursuing a nomadic way of life.
- 1.3 The Cabinet Member agreed to put forward these amendments to a subsequent Cabinet meeting for formal approval.

- 1.4 This paper seeks Cabinet's approval of the amendment, and Cabinet's agreement that the Corporate Director for Residents and Housing Services be delegated authority to make any further amendments to the Framework and Action Plan in consultation with the Cabinet Member for Housing, Homelessness and Renters.

2.0 Recommendation(s)

Cabinet is asked to:

- 2.1 Approve an amendment to the Gypsy, Roma & Traveller Framework and Action Plan, to remove Appendix B, which sets out the Council's approach to unauthorised encampments, and introduce a new commitment to explore negotiated stopping approaches to accommodate households pursuing a nomadic way of life.
- 2.2 Delegate authority to the Corporate Director for Residents and Housing Services to make any further amendments to the Framework and Action Plan, in consultation with the Cabinet Member for Housing, Homelessness and Renters.

3.0 Detail

3.1 Cabinet Member foreword

- 3.1.1 Cabinet adopted Brent's new Gypsy, Roma & Traveller Framework and Action Plan on 7 September 2026. This was an important step in continuing to improve our relationship with Gypsy, Roma and Traveller communities in Brent.
- 3.1.2 Following the Cabinet meeting, the Council was contacted by a representative of London Gypsies & Travellers, suggesting an amendment to Appendix B of the Framework. This Appendix sets out how the Council will approach unauthorised encampments and specifically ruled out negotiated stopping.
- 3.1.3 The representative from London Gypsies & Travellers requested the removal of Appendix B from the Framework and introduction of a new commitment to explore negotiated stopping approaches to accommodate households pursuing a nomadic way of life.
- 3.1.4 I committed to bringing this proposed change to Cabinet, on the basis that documents of this kind are meant to be flexible and should be adjusted in light of new circumstances. Making the requested change will demonstrate our ongoing commitment to improving outcomes for Gypsy, Roma and Traveller communities, and improving our relationship with those communities.
- 3.1.5 Given that circumstances will continue to change throughout the life of the Gypsy, Roma & Traveller Framework and Action Plan, it is important to have flexibility to accommodate changes that may be needed, so that we can be responsive to the needs of the communities we serve.

- 3.1.6 The Gypsy, Roma & Traveller Framework and Action Plan contributes most directly to the Borough Plan's Thriving Communities Strategic Priority but also touches upon every other strategic priority. This is because the commitments and activities across the Borough Plan's priorities align with supporting the needs of and improving the outcomes experienced by Brent's Gypsy, Roma and Traveller communities. The Framework and Action Plan also relates to Brent's Equity, Diversity and Inclusion Strategy, which encompasses commitments to tackling inequality and supporting marginalised groups, and the Local Plan, which outlines our current approach to Gypsy and Traveller accommodation in Brent.

3.2 Background and detail

The current version of the Gypsy, Roma & Traveller Framework and Action Plan

- 3.2.1 The Gypsy, Roma & Traveller Framework and Action Plan that was adopted on 7 September 2026 set out, in Appendix B, the approach that the Council would take to responding to unauthorised encampments. Appendix B sets out relevant sections of the Criminal Justice and Public Order Act 1994 and includes a specific section on negotiated stopping, which reads as follows:

Negotiated Stopping

While we recognise the flexibility negotiated stopping provides, at this stage the council is unable to advocate for this option in the borough.

We have exercised negotiated stopping in the past, but we do not consider this a possible option throughout the duration of this strategy due to the lack of available space and sites to accommodate an incursion. As outlined in this strategy, we have established a plan to address accommodation challenges and once this plan is realised we hope to reach a position where we can adopt greater flexibility around unauthorised encampments.

- 3.2.2 There was limited feedback around negotiated stopping during consultation on the draft Gypsy, Roma & Traveller Framework and Action Plan.

Requested amendments

- 3.2.3 On 9 September 2026, a representative from London Gypsies & Travellers contacted the Council and requested that Appendix B be removed from the Framework and Action Plan and replaced with a commitment to explore the implementation of negotiated stopping approaches to accommodate households pursuing a nomadic way of life.
- 3.2.4 The request was made on the basis that the change would be consistent with the approach recommended by the GLA. The requester also referred to the Supreme Court's decision in *Wolverhampton City Council and others v London Gypsies and Travellers and others* [2023] UKSC 47, which highlighted the importance of constructive engagement and proportionality when addressing

unauthorised encampments. That decision didn't impose a general rule requiring negotiated stopping instead of eviction.

- 3.2.5 The Cabinet Member for Housing, Homelessness and Renters agreed to bringing the requested changes to Cabinet on the basis that documents like the Framework and Action Plan are meant to be flexible and should be adjusted in light of new circumstances.

Practicalities of making the changes

- 3.2.6 The latest version of the London Plan (draft) specifies at [HN4B](#):

LPAs should allocate a Gypsy and Traveller transit site and/or make provision for negotiated stopping.

- 3.2.7 Further, at HN4C, the draft London Plan states:

LPAs are encouraged to work collaboratively with providers, community organisations and the GLA with the aim of securing provision for and delivery of permanent pitches, plots, transit sites and other culturally suitable accommodation.

- 3.2.8 The changes that have been suggested are therefore consistent with the provisions of the draft London Plan, although the draft is not yet adopted and so remains subject to change.
- 3.2.9 Introducing negotiated stopping approaches will require the Council to undertake further work to understand the implications for a number of different services, including parks, environmental health, housing, community safety and legal.
- 3.2.10 The new wording that has been sought (to explore the implementation of negotiated stopping approaches) gives the Council sufficient flexibility to look into the implications of any new negotiated stopping approaches and to work through those implications accordingly.
- 3.2.11 Removing Appendix B from the Framework and Action Plan doesn't remove the Council's ability to rely on sections 61 or 77 of the Criminal Justice and Public Order Act 1994 if required.
- 3.2.12 The proposed amendments to the Gypsy, Roma & Traveller Framework and Action Plan are shown as tracked changes in Appendix A.

Making further amendments to the Framework and Action Plan

- 3.2.13 Changing circumstances and our commitment to continuing to improve our relationship with Gypsy, Roma and Traveller communities means it is possible that in the future there may be a need for further amendments to the Framework and Action Plan.

- 3.2.14 Delegating authority for any further changes to the Framework and Action Plan to the Corporate Director for Residents and Housing Services, in consultation with the Cabinet Member for Housing, Homelessness and Renters, will enable the Council to be responsive and make requested changes efficiently.

4.0 Stakeholder and ward member consultation and engagement

- 4.1 The changes that are proposed have been requested by London Gypsies and Travellers, which works for change on behalf of gypsy and traveller communities.
- 4.2 The Cabinet Member for Housing, Homelessness and Renters agreed to bringing the proposed changes to Cabinet.
- 4.3 Appendix A of the Gypsy, Roma & Traveller Framework and Action Plan provides more detail on the consultation and engagement that was undertaken to inform development of the Framework.

5.0 Financial Considerations

- 5.1 There are no financial implications arising from the recommendations in this report.

6.0 Legal Considerations

- 6.1 Under section 149 of the Equality Act 2010, the Council must have due regard to eliminating discrimination, advancing equality of opportunity and fostering good relations. The duty does not prevent enforcement action but requires an informed and proportionate response and prohibits treating ethnicity as evidence of misconduct or risk.
- 6.2 The need for constructive engagement and proportionality when addressing unauthorised encampments was specifically noted in the Supreme Court's decision in *Wolverhampton City Council and others v London Gypsies and Travellers and others* [2023] UKSC 47. That decision doesn't impose a general rule requiring negotiated stopping instead of eviction.
- 6.3 The proposed amendments to the Gypsy, Roma and Traveller Framework and Action Plan are consistent with these requirements, and consistent with the signalled policy intention in the draft London Plan, which states that Local Planning Authorities should allocate a Gypsy and Traveller transit site and/or make provision for negotiated stopping.

7.0 Equity, Diversity & Inclusion (EDI) Considerations

- 7.1 An Equalities Impact Assessment was prepared for the Gypsy, Roma & Traveller Framework and Action Plan, which captured how it will result in more positive outcomes for these communities.

- 7.2 Gypsy, Roma and Traveller communities are protected groups, and their experiences of marginalisation, discrimination and disadvantage are well reported at national and local levels. Currently, Brent outlines its commitment to support marginalised groups - through tailoring service delivery and tackling inequality - within the Equity, Diversity and Inclusion Framework 2024-28. We have gone beyond this for Gypsy, Roma and Traveller communities with the Gypsy, Roma & Traveller Framework and Action Plan.

8.0 Climate Change and Environmental Considerations

- 8.1 Paragraph 3.3.10 notes that introducing negotiated stopping approaches will require the Council to undertake further work to understand the implications for a number of different services, including parks and environmental health. This process should also consider the wider impact on the council's environmental goals and policies as part of this process.

9.0 Communication Considerations

- 9.1 The Council's website will be updated with the final Gypsy, Roma and Traveller Framework and Action Plan and we will continue to communicate with Gypsy, Roma and Traveller communities about the work we're doing to support them.

Related document(s) for reference:

[Cabinet Report - Brent's Gypsy, Roma & Traveller Framework and Action Plan 2026 - 2030 \(7 September 2026\)](#)

Report sign off:

Thomas Cattermole

Corporate Director, Residents and Housing Services

Legal considerations provided by:

Tola Robson, Chief Lawyer Criminal Litigation and Licensing

Finance considerations provided by:

Martin Hone, Head of Finance



Brent

London Borough of Brent

Gypsy, Roma and Traveller Framework and Action Plan

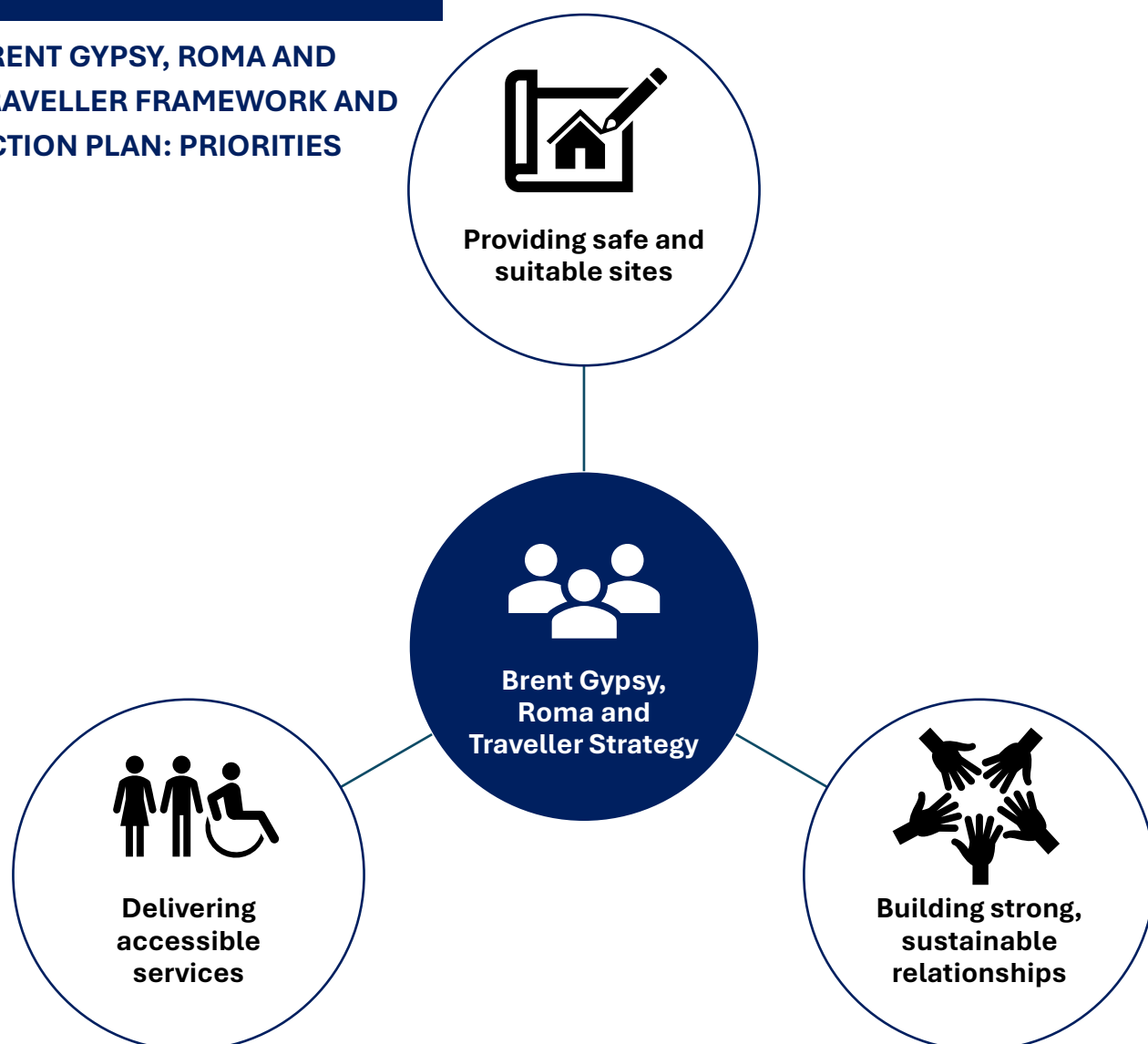
2026-2030

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BRENT GYPSY, ROMA AND TRAVELLER FRAMEWORK AND ACTION PLAN: PRIORITIES



Foreword

Brent is a unique borough, home to residents from all over the world who have chosen to build their lives, families and futures here. Our diversity is one of our greatest strengths, and we are committed to making Brent a place where every community feels respected, included and able to access the support they need.

This includes our Gypsy, Roma and Traveller communities, who are an important part of Brent's identity and history. We recognise that our Gypsy, Roma and Traveller communities continue to face significant challenges, including discrimination, poor access to services, unsuitable accommodation and a lack of trust in public institutions.

This Framework and the Action Plan that will sit alongside it sets out how we will work with our Gypsy, Roma and Traveller communities, partners and services to improve outcomes. It focuses on three priorities: providing safe and suitable sites, building strong and sustainable relationships, and delivering accessible services.

We know that trust cannot be built through words alone. It requires honest engagement, consistent action and a willingness to listen, learn and do things differently. This Framework and Action Plan is an important step, and we are committed to working with Gypsy, Roma and Traveller communities to make sure it leads to meaningful and lasting change.

Cllr Robert Johnson

Cabinet Member for Housing, Homelessness and Renters

Introduction

The council's new Gypsy, Roma and Traveller Framework and Action Plan outlines our ambition to ensure Brent's Gypsy, Roma and Traveller communities are appropriately supported to thrive and the actions that we will take to deliver on that ambition.

This Framework and accompanying Action Plan reflects the journey the council is undertaking to improve the quality of our support for and establish sustainable relationships with these communities. We recognise that we have not done enough to meet these communities' needs in the past but, by delivering this Framework and Action Plan, we will reach a place where their needs are met and the council is viewed as a trusted public organisation.

Brent is a borough abundant in cultures, which is why we fiercely and unapologetically champion diversity as the borough's greatest strength and are dedicated to helping our residents to live their best lives. This is reflected in our [Borough Plan 2023-2027 ambitions](#), as we commit to supporting thriving communities that are empowered and celebrated; and our [Equity, Diversity and Inclusion Strategy](#) that focuses on establishing an inclusive borough where everyone belongs, including our Gypsy, Roma and Traveller communities.

Brent's Gypsy, Roma and Traveller communities

Brent has longstanding Gypsy, Roma and Traveller communities. We have one permanent traveller site in Stonebridge which was established in 1997. According to the Census, Brent's Roma community is concentrated in the south, east and north of the borough, namely: Willesden Green, Harlesden & Kensal Green, Dollis Hill, Queensbury and Welsh Harp.

It is difficult to quantify Brent's Gypsy, Roma and Traveller population. The [Census 2021](#) is one of the most reliable sources although we believe the figures are under-representative:

	Brent	London	England & Wales	Brent's national ranking (out of 331)
White Gypsy or Irish Traveller	237	7,031	67,768	226
White Roma	2,520	37,689	100,981	3

Romani (Gypsy), Roma and Traveller (Irish/Scottish Traveller) communities are not homogenous – they are distinct, each with their respective heritage, culture and needs. These communities' diversity and uniqueness is captured well in a [recent report from the Traveller Movement](#). Gypsy, Roma and Traveller communities' groups commonly comprise of:

- Romani Gypsies (Gypsy), including English Gypsies, Scottish Gypsy/Travellers, Welsh Gypsies and other Romany people.
- Roma, who originate from areas of India and are the largest ethnic minority in Europe. Many Roma are migrants from countries in Central and Eastern Europe.
- Irish Travellers, who have specific Irish roots. Travellers can also encompass groups that travel, including, but not limited to, New Travellers, Boaters, Bargees and Show people.

Gypsy, Roma and Traveller communities are recognised as protected ethnic groups under the Equality Act 2010, which means the council has a responsibility to recognise and support their culture and way of life, helping to tackle any discrimination that they experience. As far as possible, the council recognises and refers to these communities as respective groups. In some instances, particularly in relation to existing data and insights, the strategy may refer to Gypsy, Roma and Traveller communities in different ways or as a collective – this is solely due to how data is collected and presented by other bodies and organisations. Our insights around these communities are limited, therefore we need to rely on the range of different types of information available.

Gypsy, Roma and Traveller outcomes in Brent: what the data tells us

Nationally, Gypsy, Roma and Traveller communities experience some of the lowest outcomes. Unfortunately, this is also reflected within the Brent context. Our aspiration is to work with these communities to improve these outcomes.



Age¹

Brent has a young Gypsy, Roma and Traveller population, with average ages lower than the Brent average:

- Brent population, median age: 35
- Brent White Gypsy and Irish Traveller population, median age: 27
- Brent White Roma population, median age: 32

¹ Census 2021



Education, Health and Care Plan²

- Twice as likely to have an EHCP compared to the Gypsy, Roma and Traveller national average
- Three times as likely to have an EHCP compared to the Brent pupil average



Special Educational Needs (SEN) support³

- More likely to have SEN support when compared with the Gypsy, Roma and Traveller national average
- Twice as likely to have SEN support when compared with the Brent pupil average



Grade attainment⁴

- Poorer outcomes compared to the Gypsy, Roma and Traveller national average across Early Years, Phonics Trend and Key Stage 2
- Better outcomes compared to the Gypsy, Roma and Traveller national average for Key Stage 4



Health⁵

- Compared to the Brent average, residents at Lynton Close (Brent's permanent traveller site) have higher rates of multiple long-term conditions, anxiety, depression and learning disability.
- Brent's wider Gypsy, Roma and Traveller communities have had fewer GP visits, but higher hospital admissions compared with the rest of Brent.



Economic activity⁶

- Brent's White Roma population has one of highest employment rates across all ethnic groups in the borough, ranking 2nd at 77%.
- The Roma population is twice as likely to be self-employed compared to the Brent average.
- Brent's Gypsy and Irish Traveller population has the lowest employment rate at 40%.

² Brent Council data

³ Brent Council data

⁴ Brent Council data

⁵ NHS NWL Whole Systems Integrated Care data, 2024/25

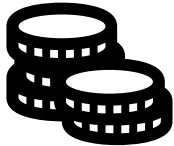
⁶ Census 2021



Qualifications⁷

Brent's Gypsy, Roma and Traveller communities are among the least qualified ethnic groups in the borough:

- Brent White Gypsy and Irish Traveller population: 61% have no qualifications, ranking the lowest.
- Brent White Roma population: 27% have no qualifications, ranking 3rd lowest.



Deprivation⁸

Lynton Close, Brent's Gypsy, Roma and Traveller site, is in the top 1% of the most deprived neighbourhoods in England.

How we developed Brent's Gypsy, Roma and Traveller Framework and Action Plan

To shape this Framework and Action Plan, we engaged with residents, particularly those from Gypsy, Roma and Traveller communities, to understand their ambitions for themselves and their expectations of the council. The consultation focused on three themes:

1. General issues related Gypsy, Roma and Traveller communities and improving access to support services
2. A new Pitch Allocation Policy: how permanent and temporary pitches are allocated
3. Site designs and features

To conduct the consultation and engagement, we worked with the Traveller Movement (to engage with Gypsy and Traveller communities) and the Romanian and Eastern European Hub (RO-EE Hub) (to engage with Roma communities). Overall, we adopted mixed methods, recognising that we are engaging with seldom heard groups that will have different engagement needs and preferences. As the consultation focused on marginalised groups, we also delivered sessions and engagement that was designated for specific groups only to ensure they felt they were in a comfortable and safe space.

More detail on the consultation and engagement activity that we undertook, and key findings from it, are set out in **Appendix A**.

Our priorities for Brent's Gypsy, Roma and Traveller communities

We want our Gypsy, Roma and Traveller communities to thrive. We recognise their uniqueness, particularly in relation to their identity and needs, and the importance of tailoring the way we engage, work with and support them. This is not limited to our statutory responsibilities; this is also about delivering the right support that addresses their needs.

Our priorities are grounded in our responsibilities with the Equality Act 2010 and Public Sector Equality Duty, which recognises Gypsy, Roma and Traveller communities as ethnic minorities, and government guidance that outlines how to support their way of life.

⁷ Census 2021

⁸ Indices of Multiple Deprivation 2025

The core priorities in the Framework are:

- **Providing safe and suitable sites**
- **Building strong, sustainable relationships**
- **Delivering accessible services**

An Action Plan will sit alongside the Framework and set out the specific actions that the council will take to deliver on these priorities.

Providing safe and suitable sites

Brent currently has one dedicated Gypsy, Roma and Traveller site at Lynton Close which has been active since 1997 and under the council's management since 2017. This is a permanent site that consists of 31 pitches.

A core council responsibility to Gypsy, Roma and Traveller communities is to provide designated sites that accommodate their way of life. Our first priority is to provide safe and suitable sites. Within this, we commit to:

1. Providing well maintained sites
2. A clear and fair way to allocate pitches: developing Brent's Pitch Allocation Policy
3. A vision for future sites: meeting the communities' accommodation needs
4. A transparent way to respond to unauthorised encampments

Commitment	Detail
1. Providing well maintained sites	We will: • Conduct a full site survey and establish an improved maintenance and repair log at Gypsy, Roma and Traveller sites – we will conduct a comprehensive site survey that will inform an updated log of all maintenance and repair needs. The survey will act as a base to understand the scale of activity required and help establish targets for completed maintenance, ultimately with the aim of getting reported issues as close to zero as possible. The maintenance and repair needs will be delivered through an action plan that will be reviewed on a monthly basis. • Improve communications around the status of maintenance and repairs – while our goal is to address issues as quickly and effectively as possible, we will also improve how we inform residents around the status of maintenance and repairs in a way that is accessible. The approach around this will form part of the new Lynton Close Engagement Plan (detailed in the 'Building strong, sustainable relationships' priorities). • Invest £500k into site improvement – this was committed by Cabinet in September 2025 to be used from 2026/27. We will consult with Lynton Close residents around how best to invest into site improvements
2. A clear and fair way to allocate pitches: Brent's Pitch Allocation Policy	We will: • Develop a new Pitch Allocation Policy – we are undertaking work to develop a new Pitch Allocation Policy that will ensure pitches are allocated fairly, consistently and transparently. Our Policy will be shaped by comprehensive feedback from Gypsy and Traveller communities and draw on best practice. It will capture a range of components, including eligibility criteria, priority banding, assessment and application processes, to establish clarity and consistency for pitch

	allocations. We will periodically review the demand for pitches, the effectiveness of the allocation process and any changes in policy or legislation that may impact provision. • In September 2025 we committed to reduce our pitch rent to the London average for similar sized pitches – this change will be backdated to 8 September 2025. This change marks our recognition that our rates were too high, therefore we have adopted a fairer rate which we hope will reduce households' living costs and support their livelihoods. We have: • Established a small team of officers who act as central points of contact for those living on Gypsy and Traveller sites. This team directly manages the current, and any future sites and delivers all aspects of high-quality, visible and accessible site management, end to end and let to re-let. The team aims to ensure these communities have access to financial inclusion and support, can meet their rental obligations and live in good quality, safe, suitable and affordable homes.
3. A vision for future sites: meeting the communities' accommodation needs	We will provide more homes for our Gypsy, Roma and Traveller communities. Currently, Brent does not have enough pitches to meet the communities' needs, or the most recently assessed housing demand. Brent's sole site, Lynton Close, is overcrowded which is exacerbating health and safety issues for the tenants. While we are taking steps to mitigate overcrowding, including reducing fire risk and providing alternative accommodation for those households willing to relocate to bricks and mortar, the longer-term challenge still remains. When Brent's Local Plan 2019-2041 was adopted in 2022, the West London Gypsy, Traveller and Travelling Showpeople Accommodation Assessment 2018 determined that no additional sites were required. However, in 2024 the national definition of Gypsies and Travellers for planning purposes, which was used in this assessment, was found discriminatory and unlawful, resulting in an underassessment of accommodation needs. Our latest assessment determines that Brent requires an additional 52 pitches to meet the communities' housing needs – there is only one site in Brent of 31 pitches, therefore we must secure more. This, combined with the need to tackle the existing overcrowding, is why Brent commits to securing a new Gypsy, Roma and Traveller site(s) that is safe, secure and suitable for the communities' needs. We have established several design principles which will guide how we will seek to identify and develop future sites. These have been shaped by external expert advice, residents' voices, learning from our management of Lynton Close, criteria outlined in the Local Plan and best practice: 1. Vehicle access: Ensuring sites have appropriate vehicle access, parking, and servicing, including direct road access for larger vehicles. 2. Access to services: easily accessible to essential services such as schools, healthcare facilities, and shops. 3. Site size: Develop new sites with pitch numbers that are in line with best practice. 4. Child-friendly spaces: Providing child-friendly sites with safe spaces to play. 5. Community spaces: Easy access to community spaces and buildings. 6. Key utilities: water, electricity, drainage, and waste disposal.

	There is considerable work to do to deliver future sites. Through this journey we will ensure that any new sites are designed and delivered thoughtfully using best practice, codesign and consultation.
4. A transparent way to respond to unauthorised encampments	Our unauthorised encampments policy We aim to have an effective and fair approach to the management of unauthorised Gypsy, Roma and Traveller encampments that balances these communities' rights with the available space and capacity within Brent to accommodate their needs. Brent's approach to unauthorised encampments is driven by government guidance, which amplifies the importance of flexibility and care. The approach focuses on two possible routes: Section 61 Notice and serving a Section 77 Notice. Our policy is that the most appropriate legal route will be used depending upon the specific circumstances of the case. These routes mostly mirror those that have been agreed across local authorities within the West London Waste Authority to ensure there is consistency: • London Borough of Brent • London Borough of Ealing • London Borough of Harrow • London Borough of Hillingdon • London Borough of Hounslow • London Borough of Richmond upon Thames More information on how the council and police can respond to unauthorised encampments, including the use of Section 61 and Section 77 notices, can be found in Appendix B.
5. Exploring options for negotiated stopping	<u>Because of available space and capacity within Brent, we need to take a careful and balanced approach to managing unauthorised encampments. However, we recognise the importance of supporting Gypsy, Roma and Traveller communities to pursue their nomadic ways of life.</u> <u>In light of this, we will explore options for introducing negotiated stopping approaches. This will include working across council services to understand, and manage the implications of, any potential negotiated stopping approaches.</u>

Building strong, sustainable relationships

Building strong, sustainable relationships with Gypsy, Roma and Traveller communities is imperative. These communities are marginalised, underserved and experience some of the poorest outcomes in the country; yet they are distrusting of public authorities which is often due to historic experiences and neglect. We want to support our Gypsy, Roma and Traveller communities to thrive, but we know the council, partners and these communities must build mutual trust, respect and collaboration to achieve this. As this trust builds, we will be able to establish better tailored and culturally informed services that meet these communities' needs more effectively. Our commitments within this priority are to:

1. Continue improving our relationship with Gypsy and Traveller communities
2. Develop a Roma community engagement plan
3. Continue working with trusted organisations that understand Gypsy, Roma and Traveller communities

Commitment	Detail
1. Continue improving our	We have made progress on improving our relationship with our Gypsy and Traveller communities, particularly those residing at Lynton Close. To build on this we will:

relationship with Gypsy and Traveller communities	• Position the new dedicated site support as community advocates – as previously referenced, we have established a small team of officers who will act as central points of contact for those living on Gypsy, Roma and Traveller sites. Beyond site related issues, this team will support and advocate for residents on any additional needs. If the team cannot deliver the support themselves, they will liaise and signpost to relevant services and partners to ensure these communities can access the support they need. • Maintain a Lynton Close Engagement Plan – recent engagement activities have provided valuable insights into community needs and informed the development of tailored communication and engagement methods. The Lynton Close Engagement Plan will establish a consistent and structured approach to communication, ensure alignment with the commitments set out in this Framework and accompanying Action Plan (such as communications around site maintenance), and provide a forward-looking framework for ongoing engagement. It will also support the timely dissemination of information to these communities regarding wider council and borough developments and opportunities. Core principles underpinning this activity are to listen, embed clear feedback loops and empower Gypsy and Traveller communities to drive conversations and solutions that will support them to thrive. We also recognise the importance of avoiding engagement fatigue. While we have established the foundation for a renewed relationship with these communities, we know there's a long way to go to build trust. We also know there is more to understand about these communities, particularly so that we can provide appropriate and tailored support. Establishing a better relationship and understanding of these communities has been a recent priority for the council, however this comes with the risk of over-engaging which can potentially damage relationships and affect the willingness to participate. Both the new dedicated team and engagement plan will play an important role in managing engagement with these communities to ensure it is appropriate and proportionate.
2. Develop a Roma community engagement plan	The Census suggests Brent is home to one of the largest Roma communities in the country, so it is vital to ensure this community feels welcome and supported within the borough. Despite our attempts, engagement with the Roma community to develop this Framework and Action Plan was limited and, therefore, our understanding of the community in Brent remains inadequate. Because of that, we cannot confidently establish a series of commitments to the Roma community, but we do commit to developing an engagement plan that will build our understanding of the Roma communities' diversity and make-up in Brent and those communities' respective needs. The engagement plan will seek to: • Understand the make-up of Brent's Roma community • Build an understanding of the different Roma community needs and a foundation for tailored service provision • Identify Roma community leaders and trusted voices in Brent • Establish a mechanism for maintained dialogue with the Roma community We do not anticipate the relationship and our understanding changing overnight. This approach acknowledges that engagement with Roma communities requires long-term trust-building, and depends on our cultural competency, sustained commitment and ongoing investment.
3. Continue working with trusted	We currently lack the knowledge and expertise to enable our Gypsy, Roma and Traveller communities to thrive, so it is important that we work with those

organisations that understand Gypsy, Roma and Traveller communities	experienced organisations that can support us to deliver this Framework and Action Plan. To date, we have worked with several organisations as we progress each priority, including Three Dragons, the Traveller Movement, London Gypsies and Travellers, Roma Support Group, Romanian and Eastern European Hub. We will continue to work with these, and other partners to ensure we build sustained relationships and deliver effective support to our Gypsy, Roma and Traveller communities. This also includes local organisations that have existing relationships with these communities and other local authorities.
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Delivering accessible services

Gypsy, Roma and Traveller communities are marginalised and underserved communities; they are also culturally unique with their own traditions and ways of living. Within this context, traditional methods of public service provision are inaccessible and we must tailor service delivery to align with these communities' uniqueness and needs. Culturally competent and tailored service provision is nothing new to Brent – given our diversity, we have already established and embedded adaptive delivery approaches, however we haven't yet established this for Gypsy, Roma and Traveller communities. That is why our final priority is to deliver culturally competent, accessible services for Gypsy, Roma and Traveller communities. By delivering more accessible services that are used and trusted by these communities, we will help to improve outcomes. This includes equipping children and young people with the foundation to thrive; greater household financial resilience and better health and wellbeing.

This priority includes two commitments:

1. Establish an accessible model of support for Gypsy and Traveller communities
2. Embed a Gypsy, Roma and Traveller cultural competency training offer that is undertaken by services that frequently engage with these communities

Commitment	Detail
1. Establish an accessible model of support for Gypsy and Traveller communities	Findings from the consultation and engagement on this Framework and Action Plan, and insights from Gypsy and Traveller outcomes suggest that these communities are not accessing support services, particularly those that can prevent challenges from escalating. There may be several reasons for this, such as the communities' distrust in public services; poor outreach from public services; lack of understanding about available support etc. We believe that we can do more to tailor our support to those communities and deliver it in places where they are comfortable. In response, we will establish an accessible model of support hub for Gypsies and Travellers – this means providing in-person support with a variety of services available to speak with, in a physical space(s) close to the community and/or on site (i.e. Lynton Close). Reflecting data around Gypsy and Traveller outcomes and the consultation and engagement feedback, this support will include, but is not limited to: • Debt advice and arrears • Mental health and wellbeing • Support to access NHS services • Employment and skills • Education support: school readiness for under 5s, after school clubs and learning support; SEND support and adult learning (e.g. around employment and digital exclusion) • Youth support This model will be developed with these communities and relevant partners.

2. Embed a Gypsy, Roma and Traveller cultural competency training offer that is undertaken by services that frequently engage with these communities	Given these communities' uniqueness we need to ensure staff and partners that deliver services to them genuinely understand their culture, history and background and how to provide appropriate support. We will work with an organisation(s) with relevant expertise to design and deliver cultural competency training, centred around Gypsy, Roma and Traveller communities, for all teams that regularly work with these communities.
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Evaluation and monitoring

To make sure we are delivering on our commitments to Gypsy, Roma and Traveller communities, we will develop a detailed action plan which will be reported on to Cabinet annually. The table below provides a high-level indication of the different council services that are responsible for leading on delivering our different commitments to Gypsy, Roma and Traveller communities.

We will explore opportunities for Gypsy, Roma and Traveller residents to help oversee delivery, review progress and share their views on how the Framework and Action Plan are working in practice.

Priority	Commitment	Responsible service(s)
Providing safe and suitable sites	Providing well maintained sites	Housing Services
	A clear and fair way to allocate pitches: Brent's Pitch Allocation Policy	Housing Services
	The vision for future sites	Property and Assets
	Our unauthorised encampments policy	Public Realm – Environmental Enforcement
Building strong, sustainable relationships	Continue improving our relationship with Gypsy and Traveller communities	Housing Services
	Develop a Roma community engagement plan	Strategic Commissioning Capacity Building and Engagement
	Continue working with trusted organisations that understand Gypsy, Roma and Traveller communities	All
Delivering accessible services	Establish an accessible model of support for Gypsy and Traveller communities	Resident and Housing Equity, Diversity and Inclusion Group
	Embed a Gypsy, Roma and Traveller cultural competency training offer that is undertaken by services that frequently engage with these communities	Resident and Housing Equity, Diversity and Inclusion Group

Appendix A

Brent Gypsy, Roma and Traveller Framework and Action Plan: Engagement summary

This appendix summarises what we heard through engagement with Gypsy, Roma and Traveller communities, wider Brent residents, councillors and local partners. The purpose of the engagement was to better understand people's experiences, what is working well, what needs to improve, and what matters most when planning future support, site provision and pitch allocation.

The findings give us valuable insight, but they do not tell the whole story. We know that our relationships with Gypsy, Roma and Traveller communities are still developing, and that more work is needed to build trust, listen properly and strengthen our understanding over time. The findings should therefore be read alongside the limitations set out below.

Consultation method	Number of respondents
Brent Have Your Say online survey	28
Door knocking: Gypsy and Traveller community only	28 households
Focus group: Roma community only	10
Open engagement sessions: Private Renters Fair and Tenant and Leaseholder Fair	c.20 in-depth conversations
Briefing with Brent Councillors	c.15 attendees
Additional discussion	Local school

Consultation and engagement limitations

The consultation and engagement approach succeeded in capturing a breadth of voices and in holding quality conversations. However, there were some limitations that impacted the volume of voices we were able to engage with and are important to acknowledge for future engagement.

Central to these limitations is the council's relationship with these communities. We are at the beginning of improving our understanding of, and trust with Gypsy, Roma and Traveller communities and an implicit aim of the consultation and engagement exercise was to contribute to these efforts. However, there is still a long way to go, and we are not yet in a position where these communities will engage within the council confidently and freely.

The key limitations were:

1. Gypsy & Traveller communities: door knocking and actively engaging in the community's space – namely Lynton Close – was the most effective method of engagement. We also attempted to hold focus groups to allow for group discussion and as an alternative engagement method for the community but we failed to secure attendance.
2. Roma communities: the council currently has little to no relationship with Brent's Roma communities. With the support of RO-EE Hub, we were able to conduct a focus group, however this only comprised of the Romanian Roma community which represent one sub-section of the wider Roma community. Anecdotally, we believe Brent's Roma community also includes those from Polish, Bulgarian and

Slovakian backgrounds. More information (both quantitative and qualitative) is required before we can confidently say we understand the unique needs of Brent's Roma communities.

3. Non-Gypsy, Roma or Traveller community voices: there were limited responses from Brent's non-Gypsy, Roma or Traveller communities and most of the consultation's responses came from Gypsy and Traveller communities. During the open engagement sessions, non GRT voices expressed a limited understanding of these communities which may explain the low response rate.

Key findings

The following key consultation and engagement findings are categorised within the three consultation themes. As referenced in the limitations section, most responses were from Gypsies and Travellers and therefore overwhelmingly reflect their perspectives and experiences:

1. General issues related Gypsy, Roma and Traveller communities and improving access to support services.

- Access to housing and lack of pitches: an overwhelming number of comments focused on the lack of available accommodation. Lynton Close is currently experiencing overcrowding, resulting in large multi-generational households across the site. The community want suitable accommodation, particularly for young adults so they can start families of their own.
- Site conditions: repairs and maintenance. Respondents shared their frustration around the pace of and communication around site repairs and maintenance.
- The relationship with the council: Gypsy and Traveller communities feel they have been treated unfairly and neglected by the council.
- Mental health: Gypsy and Traveller communities are acutely aware of their own and the wider community's mental health challenges, characterised by high levels of anxiety, depression and suicide. While some have accessed mental health support, they shared that the available services can be difficult to navigate and lack cultural sensitivity.
- Perspective of non-Gypsy, Roma or Traveller respondents: this group raised concerns and experiences of anti-social and violent behaviour from Gypsy, Roma and Traveller communities. However, they also recognise that the community are marginalised and that their way of living should be respected.
- Perspective of Roma respondents: while our engagement and relationship with the Roma community is in its infancy, the challenges we heard were wide ranging including: generally poor literacy and English proficiency; low immunisation rates; poor housing conditions and fear of eviction; confusion around the EU Settlement Scheme; challenges around school registration and exclusion.

2. A new Pitch Allocation Policy: how permanent and temporary pitches are allocated.

As part of the consultation, we shared a draft Pitch Allocation Policy with respondents and invited their feedback. We heard the following key points:

- The proposed bidding system is culturally inappropriate and divisive and should be scrapped in favour of a council-led direct award system.
- Priority bands should include larger families and a more specific definition around how overcrowding will be prioritised should be established.
- The 48-hour window to respond to a pitch offer is too short and requires a clearer explanation.
- Eligibility criteria: uncertainty around why immigration rules are applied and how to provide proof of Gypsy, Roma and Traveller identity. Concerns around the Roma community being eligible for pitches as, given Brent's current site is predominantly Gypsy and Irish Traveller, this may cause community tensions.
- Concerns around rent arrears impacting people's eligibility – some view this as unfair due to how some rent arrears have been inherited and accumulated.

3. Designs and features of Gypsy, Roma and Traveller sites

Gypsy, Roma and Traveller communities were asked to share desired features for sites, particularly for potential new sites. The feedback included:

- On-site community facilities that include activities around education (e.g. schooling; digital exclusion), youth support, mental health and wellbeing.
- Larger accommodation and facilities, including more space for trailers.
- A play area in the middle of the site.
- Having a site(s) that is away from industrial areas with poor air quality.
- The preference for a site size of 15-20 pitches but, ultimately, communities want everyone to have a home.

Appendix B

Responding to unauthorised encampments

The following sections detail how the council and police can respond to unauthorised encampments, using Section 66 and Section 77 notices.

Section 61

The Criminal Justice and Public Order Act 1994 allows the Police to serve a Section 61 Notice requiring persons to evacuate the land. A Section 61 Notice can only be served by the Police if certain criteria is met;

- two or more persons are trespassing on land with a common purpose to reside there

And

- reasonable steps have been taken by the landowner to ask the persons to leave. The landowner must ask them to leave.

In addition, that it is further believed

- that one or more persons have caused damage to the land or property on the land

or

- one or more persons has used threatening, abusive or insulting words or behaviour towards the occupier, a member of his/her family or an employee or agent of his/hers

or

- There have been between them six or more vehicles (including caravans) on the land

Before the Section 61 Notice can be served, Brent Council has an obligation to carry out a welfare assessment on the persons in the incursion. The assessment should identify any welfare issues that need to be addressed before any enforcement action.

A Section 61 Notice can be served within a couple of hours of attending the site provided the criteria has been met and it is the Police who lead and enforce the Section 61 Notice with Brent Council supporting. If there is a return of unauthorised campers within 3 months, the Police can impose criminal sanctions.

Section 77

The Criminal Justice and Public Order Act 1994 allows local authorities to serve a Section 77 Notice, this Notice:

- Can be used on any land within the local authority's area, regardless of ownership.
- Requires the persons to leave the specified land and remove all their property including vehicles. Vehicles and property details must be specified in the Notice.

~~Where persons fail to comply with a Section 77 Notice, a case file must be sent to Brent Council's Legal Team, who will prepare summons and submit them to the Magistrates.~~

- ~~• Once the Magistrates approve the summons and a court date is set, they are then served on the unauthorised encampment.~~
- ~~• At court, Brent Council will seek to have granted an Order for Removal of Vehicles and Persons granted.~~
- ~~• This will then be issued to the traveller incursion. Bailiffs or security personnel may be required to take possession and facilitate the removals.~~

~~As with a Section 61 Notice, a welfare assessment must be completed prior to serving a Section 77 Notice.~~

~~If there is a return of unauthorised campers within 3 months, criminal sanctions can be imposed. Serving a Section 77 Notice can be a lengthy process if the traveller incursion fails to comply.~~

~~Negotiated Stopping~~

~~While we recognise the flexibility negotiated stopping provides, at this stage the council is unable to advocate for this option in the borough.~~

~~We have exercised negotiated stopping in the past, but we do not consider this a possible option throughout the duration of this strategy due to the lack of available space and sites to accommodate an incursion. As outlined in this strategy, we have established a plan to address accommodation challenges and once this plan is realised we hope to reach a position where we can adopt greater flexibility around unauthorised encampments.~~

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	Cabinet 12 October 2026
	Report from the Corporate Director of Service Reform & Strategy
	Lead Member – Cabinet Member for Communities, Culture & Cost of Living Support (Councillor Tina Amadi)
Brent Collaboration Charter	

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:	Two Appendix 1: Draft Brent Collaboration Charter Appendix 2: The Civil Society Covenant NCVO
Background Papers:	None
Contact Officer(s): (Name, Title, Contact Details)	Tessa Awe, Project Lead Officer 020 8937 2714 Tessa.Awe@brent.gov.uk Rhodri Rowlands, Director Strategic Commissioning, Capacity Building and Engagement 020 8937 1738 Rhodri.Rowlands@brent.gov.uk

1.0 Executive Summary

- 1.1. Brent has a dynamic and diverse Voluntary, Community, Faith and Social Enterprise (VCFSE) sector that plays a vital role in supporting residents and strengthening communities across the borough. The sector provides a wide range of valued services, helping to address local needs, reduce inequalities and improve the wellbeing of Brent's residents.
- 1.2 This report seeks Cabinet endorsement of the Draft Brent Collaboration Charter 2026– 2029. The Charter is intended to be a shared agreement between Brent Council, the VCFSE sector and other local partners, including the NHS, establishing a shared vision, principles and commitments that guide how we work together towards shared goals and better outcomes for residents.

- 1.3 The Charter has been co-produced through an extensive programme of engagement. Its development was overseen by a cross-sector Steering Group and informed by a borough-wide World Café event in September 2025, which brought together representatives from the Council, NHS, VCFSE organisations and other stakeholders to identify priorities, barriers and opportunities for future collaboration. The Charter was subsequently further developed and refined through three themed workshops focusing on shared outcomes, partnership principles and commitments.
- 1.4 The Charter sets out a stronger and more consistent framework for partnership working. It seeks to strengthen trust, transparency and collaboration, support a thriving and sustainable VCFSE sector, improve resident participation and ensure that the Council works alongside communities as equal partners.
- 1.5 In particular, the Charter will strengthen how we work together by:
- **Strengthening accountability:** establishing clearer expectations, responsibilities and commitments for delivery partners and organisations we work with across the sector, with appropriate mechanisms to monitor delivery and address both delivery and non-delivery.
 - **Providing clearer measures of success:** developing stronger performance indicators and measurable outcomes so that partners can define what success looks like, monitor progress and demonstrate the impact of collaborative work for residents. This will also help identify where additional support or action is required.
 - **Enabling responsive priority-setting:** providing a framework for agreeing and reviewing partnership priorities annually, while retaining the flexibility to respond sooner to emerging needs, opportunities and key themes across the Council and the borough. This will ensure that partnership activity remains relevant and responsive to changing local circumstances.
 - **Increasing capacity-building support:** committing Brent Council and partners to supporting smaller grassroots organisations that have strong community connections and the potential to deliver meaningful work, but may need support to build their organisational capacity. This will include practical support with governance, funding applications, organisational development and demonstrating impact, enabling these organisations to participate more fully in partnership working and access delivery opportunities.
- 1.6 Following Cabinet endorsement, implementation will focus on embedding the Charter across Council services, commissioning, neighbourhood working and partnership governance. The intention is that the Charter becomes a practical framework for how the Council and its partners work together, rather than simply a statement of shared ambition.

- 1.7 This is the draft version of the Charter and represents the beginning of a longer-term approach to collaboration. The initial sign-up will be by Brent Council and VCFSE organisations, recognising that immediate action and impact can be achieved together and reflecting the strength of engagement and co-production undertaken to date.
- 1.8 We aspire for all partners who commit to the Charter to play an active role in its delivery and impact. Engagement with partners, including the NHS, will continue, with the aim of strengthening wider partner participation and ensuring that the Charter develops as a genuinely shared commitment across the borough.
- 1.9 The draft Charter has been reviewed by Council officers, the wider VCFSE sector, the Corporate Management Team and Lead Members. Cabinet is asked to endorse the Draft Brent Collaboration Charter 2026–2029 and support the continued development and implementation of the Charter with partners across the borough.

2.0 Recommendations

That Cabinet:

- 2.1 Agree and endorse the draft Brent Collaboration Charter and ensure a one council approach to supporting its implementation
- 2.2 Note and endorse the establishment of a VCFSE Strategic Advisory Forum linked to emergent Brent Strategic Partnership structures that will provide overall oversight and ownership of the Charter, its implementation and delivery.

3.0 Cabinet Member Forward

- 3.1. The VCFSE in Brent plays a vital role in delivering services, activities and events that enrich resident's lives and strengthen our communities. Partnership with the VCSE sector is embedded within Brent's current 2023–2027 Borough Plan *Moving Brent Forward Together*. The Plan emphasises collaboration with residents, partner organisations and voluntary groups to deliver better outcomes and ensure no one is left behind. As the Council develops its next Council Plan, partnership working with the VSCFE will continue to be a key commitment.
- 3.2 The VCFSE contributes directly to key borough priorities such as tackling poverty, improving health and wellbeing, and fostering safer and stronger communities. Community organisations provide essential services — from welfare advice to health outreach and youth development — that complement statutory provision and strengthen neighbourhood resilience.
- 3.3 The VCFSE sector also serve an important function in providing constructive feedback and critique for council policy, service design and commissioning ensuring there is accountability in our decision making and in our approach.

Fundamentally, this accountability goes both ways and part of the push towards building better partnerships is to improve fairness and equity.

- 3.4 The common feature across the VCFSE is its passion to work alongside residents to meet their needs, supporting activities and local action which bring people together and drive improvements for the residents they work with.
- 3.5 Brent Council fully recognises the value of the sector to deliver positive outcomes for residents. By endorsing the Collaboration Charter, we recognise that the challenges facing our communities cannot be tackled alone. By working in partnership, we can identify shared solutions and deliver better outcomes for residents.
- 3.6 The Charter supports the Council's ambitions to reduce inequalities, strengthen neighbourhoods, improve health and wellbeing, increase resident participation and deliver services through collaboration. It reinforces prevention and early intervention by recognising the role of community organisations in supporting residents before needs escalate. The Charter also supports collaborative commissioning, stronger community leadership and more effective partnership working across the public sector.
- 3.7 The charter must be an active document, a catalyst for real and lasting change that improves the quality of life for Brent's residents and communities. We are committed to building on our strong foundations to ensure improvements in how we engage with and resource the VCFSE in our day-to-day work.

4.0 Background and why we are developing the charter

- 4.1 Brent has one of London's largest and most diverse VCFSE sectors, making a significant contribution to tackling poverty, reducing isolation, improving health and wellbeing, supporting young people, strengthening community cohesion and creating opportunities for volunteering and civic participation.
- 4.2 The Council's last formal Voluntary Sector Strategy covered the period 2010–2015. Since then, there has been no formal Compact, overarching strategy or structured approach to setting out the shared commitments, principles and expectations that underpin the relationship and partnership working between the Council and the VCFSE sector.
- 4.3 Alongside this, there has been no recognised shared forum or partnership vehicle that enables structured strategic engagement and partnership working around areas such as policy development, service design and commissioning.
- 4.4 The LGA Corporate Peer Challenge in 2025 recommended that Brent refresh its relationships (such as the development of a Compact) with the VCFSE and strengthen engagement with grassroots organisations.
- 4.5 The Charter addresses these gaps through an approach that formalises shared commitments and priorities, which recognise the value and role of the VCFSE sector and provide a basis for ways of working and governance that better

manage the strategic and day to day relationships between the Council, other public sector bodies and the VCFSE sector.

- 4.6 The Council recognises the need to strengthen and refresh this partnership, acknowledging that an effective relationship with the VCFSE sector is not one-directional. It requires mutual commitment, shared responsibility and a collaborative approach, with both the Council and sector organisations contributing their expertise, resources and local knowledge to achieve better outcomes for Brent's communities.
- 4.7 Increasing demand on public services and continuing financial pressures have also highlighted the importance of working differently with communities. The Charter provides a shared framework that moves beyond transactional relationships towards genuine partnership, recognising the strengths, knowledge and assets of both statutory organisations and the VCFSE sector.
- 4.8 Nationally, this work is symbiotic with the Government's approach to developing a Civil Society Compact and the implementation of local neighbourhood plans and development of local partnerships between the VCFSE and local government.
- 4.9 There is growing recognition from across the country that VCFSE organisations are facing increasingly challenging circumstances, with continued reductions in available public funding, changes to commissioning methods, alongside the increased complexity of the issues that people face, coupled with a growing demand for services, placing considerable strain on the sector.

5.0 Overview of the Brent Collaboration Charter

5.1 What the Charter aims to achieve

- 5.1.1 The Brent Collaboration Charter is a shared partnership agreement between Brent Council, NHS partners and the Voluntary, Community, Faith and Social Enterprise (VCFSE) sector. It establishes a common framework for how partners will work together over the period 2026–2029 to improve outcomes for residents through stronger collaboration, greater trust and a shared commitment to community empowerment.
- 5.1.2 The Charter has been developed through a process of co-production and reflects the collective ambition of partners to move beyond traditional consultation towards a model of equal partnership.
- 5.1.3 Rather than creating new statutory responsibilities, the Charter establishes a shared set of principles, outcomes and commitments that will shape future partnership working across the borough. It is intended to support long-term cultural change, embedding collaboration across policy development, commissioning, service delivery and neighbourhood working.

5.2 Shared vision and outcomes

5.2.1 The Charter is underpinned by a shared vision of **a Brent where the VCFSE and public sectors are aligned and work together in equal partnership to support and empower all residents**. It seeks to build stronger and more trusting relationships between organisations, increase transparency and openness, strengthen the sustainability of the VCFSE sector, promote prevention and early intervention, and improve equity and fairness for residents.

5.2.2 The Charter is built around three shared outcomes:

- **A thriving, diverse and sustainable VCFSE sector in Brent**, recognising the vital contribution that voluntary and community organisations make to residents and committing partners to strengthen capacity, improve commissioning, make better use of community assets and support the long-term sustainability of the sector.
- **A strong and clear role for the VCFSE sector in shaping local decision-making**, ensuring community organisations have meaningful opportunities to influence policy, commissioning and service design through transparent and consistent engagement and partnership structures.
- **A leading and active role for residents in shaping the places where they live**, supporting greater resident participation, neighbourhood empowerment and co-production, while recognising the importance of community leadership and local decision-making in improving outcomes.

5.2.3 These outcomes are supported by a set of shared co-developed partnership principles which emphasise generosity, transparency, proportionality, resident focus and mutual support.

5.2.4 Collectively, they provide a foundation for strengthening relationships between the Council, NHS and VCFSE sector and embedding collaborative ways of working across Brent. They also signal that improving community outcomes is not the responsibility of one department or one sector alone. It embeds collective ownership across the system.

5.2.5 The Charter is intended to be a living document, supported by shared governance, regular review and continuous learning. Progress will be monitored through agreed governance arrangements and performance measures to ensure that the commitments made within the Charter translate into tangible improvements for residents and communities.

6.0 How the Charter was developed

6.1 A cross-sector Steering Group guided the development of the Charter throughout 2025 and 2026. The initial World Café consultation in September 2025 identified priorities for future collaboration and highlighted a strong appetite for a shared partnership agreement. Rocket Science then facilitated three workshops covering sustainability of the VCFSE sector, strategic influence in decision-making and resident empowerment.



7.0 Making it work in practice

7.1 It is the intention of all parties, to continue to work together to develop a practical and achievable action plan, that will underpin each of the outcomes. This work has started, however remains work in progress.

7.2 Enabling a One Council approach to engagement with the sector is vital to ensure consistency across all areas of work. This will ensure we foster a positive and strategic relationship with the sector which will be guided through the establishment of a new VCFSE Advisory Forum.

7.3 Following Cabinet approval, officers will continue to progress activities to widely communicate, raise awareness and promote the Charter across the Council and with key partners. programme of engagement and education. Engagement activities will include:

- Sessions with cross-council networks and teams where responsibilities for delivering on key commitments will sit including: Commissioning and Contract Management Communities of Practice.
- Sessions with the Council's Community Engagement and Grants Networks.
- Directorate Leadership Team meetings.
- Further development of actions associated with the commitments through the Embrace Change Capacity and Capability Board.
- Initial exploration of incorporation into organisational development and induction programmes.
- Planning for a session with the Council's Senior Management Group

7.4 Externally, post Cabinet agreement, we anticipate implementation will include a Charter launch event, communications campaign, identification of VCFSE outcome champions, development of an online presence and engagement through health partnership boards and strategic partnership groups.

- 7.5 We aspire to all partners committing to the Charter to ensure its effective delivery and impact and are continuing our engagement ahead of Cabinet in October with partners.

8.0 Governance and Monitoring

- 8.1 It is proposed to expand and transition the current VCFSE Steering Group to a VCFSE Strategic Advisory Forum, jointly chaired by VCFSE Leaders and Council. This will link with Brent's emergent strategic partnership structures. The Forum will oversee implementation, monitor progress against agreed actions and provide strategic leadership. Quarterly meetings, annual impact reporting, performance indicators and Charter Champions across Council directorates and the VCFSE sector will support delivery.

- 8.2 The remit and terms of reference for this forum will need to be developed, however, it is envisaged that alongside a role championing the Charter, the forum will enable more strategic, structured and joined up VCFSE input into areas including:

- policy development
- service redesign
- commissioning intentions
- budget planning
- equality impact assessments

- 8.3 In the VCFSE sector, our engagement has recommended identifying named outcome champions that represent the Charter overall and a particular shared outcome theme.

- 8.4 In an interim step, three local community leaders have stepped into these champion roles: Maxine Willets (CEO Young Brent Foundation), Raj Kapoor (CEO Citizen Advice Brent) and Sandra White (Chair Harlesden Neighbourhood Forum).

- 8.5 The Charter will be subject to at least annual review and all partners will be expected to contribute to identifying positive examples of impact, change and better outcomes for community and residents.

9.0 Stakeholder and ward member consultation and engagement

- 9.1 Extensive stakeholder engagement has been undertaken through the Shaping the Future of Brent's VCSE event (September 2025), ongoing VCFSE Steering Group meetings and the Charter development approach outlined above. The Lead Cabinet Member has been engaged and informed throughout and on a regular basis. Internally, the Charter's development has been considered through the Embrace Change Capacity and Capability Building Programme.

10.0 Financial Considerations

- 10.1 There are no immediate financial implications arising from endorsement of the Charter. Future resource implications will be considered through existing governance arrangements.

11.0 Legal Considerations

- 11.1 There are no direct legal implications arising from this report. Any subsequent commissioning, grant agreements, or property-related arrangements will be subject to compliance with the Council's Constitution, Contract Standing Orders, and relevant legislation. A foundation for this work is the Governments 'Civil Society Covenant' linking the strands of a fair, just and equitable society with improvements to people's lives and protection of human rights, to construct a strong, sustainable and independent civil society which collaborates with local and national Government to benefit the public.

12.0 Equity, Diversity & Inclusion (EDI) Considerations

- 12.1 The charter supports the Council's commitment to equality, inclusion and co-production by improving participation and ensuring diverse communities influence local decision-making.

13.0 Climate Change and Environmental Considerations

- 13.1 This charter's development included engagement with groups that support climate and environmental projects. The VCFSE sector plays a key role in community engagement on issues relating to fuel poverty, energy efficiency advice and general sustainability initiatives so better partnerships with the sector will be key to helping us achieve our stated aims. The Charter support's Brent's Climate and Ecological Emergency Strategy through initiatives such as the *Together Towards Net Zero* grant fund and community greening projects. VCFSE organisations are key partners in promoting sustainable behaviours and local environmental action.

14.0 Human Resources/Property Considerations (if appropriate)

- 14.1 There are no HR implications arising directly from this report.

15.0 Communication Considerations

- 15.1 This document will be communicated internally via various existing networks and forums. Formal editing will be done before the document is launched and a formal partnership launch event will be planned for early winter.

Report sign off:

Rachel Crossley

Corporate Director of Service Reform & Strategy

Financial implications:

Rav Jassar

Deputy Director Corporate and Financial Planning

Legal implications:

Elizabeth Benjamin

Senior Lawyer Contracts and Governance

The draft Brent Collaboration Charter 2026–29

Developed in partnership
between Brent's VCFSE, Brent
Council with wider partner input
from January–June 2026





Brent Together

The Brent Collaboration Charter 2026-29

Foreword

The Brent Collaboration Charter aspires to be a shared agreement between the VCFSE, Brent Council and other local partners such as the NHS, that guides how we work together towards shared goals.

Together, our vision is a '***Brent where the VCFSE and public sectors are aligned and work together in equal partnership to support and empower all Brent residents'***

The Charter has been co-developed through wide engagement to reflect the priorities which are considered most important locally. It is shaped around three shared outcomes and is underpinned by a shared set of principles:

- Shared outcome 1: A thriving, diverse and sustainable VCFSE sector in Brent
- Shared outcome 2: A strong and clear role for the VCFSE sector in shaping local decision-making
- Shared outcome 3: A leading and active role for residents in shaping the places where they live

Within this we anticipate the Charter focusing on priority borough wide themes. For example, these might include youth and local people support, cost of living, our high streets, tackling substance misuse and enhancing health and well-being.

This is the first version. We are starting with the sign up of VCFSE and Brent Council. This recognises that immediate action and impact can be achieved together. Building on this, further engagement will continue to take place with other partners including NHS, police and schools.

We aspire to all partners committing to the Charter to ensure its effective delivery and impact. We know that everything won't be right first time. Continual learning and reflection will ensure the Charter and its commitments remain relevant and viable. We will also report on impact regularly.

Cllr Tina Amadi (Cabinet Member Communities, Culture & Cost of Living Support) and VCSFE Steering Group

The development of the Collaboration Charter

Brent Council commissioned Rocket Science to work with a Brent VCFSE Steering Group to convene a 'World Café Cross-Sector Consultation' event in September 2025. The purpose of the event was to bring together local VCFSE organisations, the Council and other partners to:

- Understand the needs and aspirations of the VCFSE sector
- Recognise the sector's unique strengths and impact
- Shape a shared vision for more effective collaboration and partnership
- Identify opportunities and priorities to support the sector

A wide range of topics and ideas were raised at the event and there was clear motivation for increased future collaboration. Subsequently, VCFSE and public sector representatives have collaborated to co-produce the core elements of this Collaboration Charter. The Charter is intended to define the partnership journey and boost momentum around a series of practical commitments for partnership working over an initial two-year period from 2026-2028.

Process for developing the Collaboration Charter:



What we want to achieve together

Our 'North Star' (end goal) for collaboration between the public and VCFSE sector in Brent

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A Brent where the VCFSE and public sectors are aligned and work together in equal partnership to support and empower all Brent residents



By working together, the change and impact we want to see:

- Stronger and more trusting relationships
- Greater transparency and openness
- Delivery of shared strategic goals
- A stronger, more sustainable VCFSE
- Maximise our collective impact and resources to improve services and outcomes for Brent
- A greater focus on prevention and early intervention
- Improved equity and fairness for residents and communities

Principles for working in partnership



- **Impact** – everything we do as partners is done for the benefit of Brent, its people and communities
- **Co-operation** – public and VCFSE sector partners share their assets such as spaces and training resources, where possible
- **Community and resident-focused** – partnership working is motivated by ensuring equitable and inclusive support for residents
- **Transparent** – partners have open conversations and share hopes, ideas, successes and challenges
- **Proportionate** – partners are realistic in what they can ask of one another and work together towards agreed actions and goals
- **Supportive** – the public and VCFSE sectors recognise, appreciate and lift each other up

Shared outcome 1: A thriving, diverse and sustainable VCFSE sector in Brent

Joint commitments:

VCFSE and public sector partners will set up processes and spaces to support the identification and sharing of learning and good practice, and will work as one team to intervene early in response to residents' needs

VCFSE sector commitments:

The Brent VCFSE sector will:

- Reflect and represent the diversity of the Brent community
- Ensure events and networks allow for cross-fertilisation of ideas and learning
- Commit to share spaces, training and resources where possible
- Collaborate and work together to achieve better outcomes for residents and where appropriate connect to and involve the public sector



Shared outcome 1: A thriving, diverse and sustainable VCFSE sector in Brent

Public sector commitments (Brent Council will:

Funding and commissioning

- Improve the accessibility of opportunities to local VCFSE sector organisations and adopt procurement practices that promote VCSFE participation
- Consider whether grants or contracts are the most appropriate method of funding, as opportunities arise
- Recognise the VCFSE sector requires advance notice when changing or ending a contract or funding
- Consider multi-year funding commitments to support the sector's sustainability
- Explore setting up a joint 'collaborative commissioning group' – an equal partnership of council, partner and VCSFE to guide commissioning practice and approaches

Support and guidance

- Ensure that services and representatives are visible and accessible to VCFSE organisations, with named individuals able to offer support
- Clarify the future role for a local Council for Voluntary Service, or equivalent infrastructure body, which will provide future support and capacity building to the VCFSE sector

Recognition

- Recognise, respect, appreciate and listen to VCFSE partners
- Find ways to measure, recognize and communicate growth and impact of the VCSFE sector

Spaces

- Unlock and better deploy council owned spaces for community activity and benefit

Shared outcome 2: A strong and clear role for the VCFSE sector in shaping local decision-making

Joint commitments:

- Establish a VCSFE Strategic Advisory Board –with overall oversight for the Charter, building from the existing Steering Group with links to Brent's Strategic Partnership Structure
- Promote and encourage exploration of new ideas and work together to test initiatives that could be scaled
- Commit to co-design and deliver projects with residents and VCSFE together, wherever possible

VCFSE sector commitments:

The Brent VCFSE sector will:

- Provide support to enable the joining up and planning of community services in neighbourhoods
- Listen to and represent the views of new or smaller VCFSE organisations in decision-making where their capacity is limited, ensuring the views of people and communities who are often excluded are heard



Shared outcome 2: A strong and clear role for the VCFSE sector in shaping local decision-making

Public sector commitments (Brent Council will):

- Ensure sufficient resourcing and remuneration for community engagement, co-design and participation in decision making where appropriate
- Agree to consistent and transparent mechanisms and spaces for VCFSE sector representation (including in major governance structures), considering the needs of different types of VCFSE organisations, recognising the sector is not homogenous
- Communicate opportunities for participation via a 'one stop shop' web page where VCFSE organisations can access the latest information and input to decision-making
- Produce accessible data and insights to enable VCFSE sector engagement, participation and co-design of services
- Ensure learning from neighbourhood and place-based approaches informs the development of future borough-wide partnership arrangements
- Review how various local strategies and service-specific compacts compare and connect, to support consistent engagement with the sector
- Continue to support open dialogue with VCFSE organisations and communities to help shape and evolve the long-term partnership vision for Brent – using the establishment of a VCFSE Advisory Forum to co-design and steer this

Shared outcome 3: A leading and active role for residents in shaping the places where they live

Joint commitments:

- Value community development and engaging people in shaping the decisions that affect them
- Recognise the inequality in current levels and systems of community engagement and the need to empower all residents, including new and emerging communities
- Adhere to the principle of subsidiarity – i.e. that decision making is devolved as appropriate and, wherever possible, to the level closest to Brent residents
- Appreciate the impact that local neighbourhoods and communities have on the health, safety and wellbeing of Brent residents, including the role of accessible and culturally appropriate services and support

VCFSE sector commitments:

The Brent VCFSE sector will:

- Listen to and enable inclusive participation and feedback by residents
- Enable residents to create change in areas that matter to them
- Ensure all future co-design of local services features the lived experience of residents, including young people



Shared outcome 3: A leading and active role for residents in shaping the places where they live

Public sector commitments (Brent Council will):

Brent Council and its partners will:

- Commission a new infrastructure and capacity-building support service with a strong focus on resident and community empowerment, including local volunteering
- Promote and consider the resourcing requirements of spaces in which to engage residents and communities, including faith centres and multi-faith networks
- Ensure the strengths and assets in Brent's communities are understood and supported in the way the Council designs and commissions services and support
- Work with VCFSE sector organisations as equal partners as the Council (and partners) develop the approach to 'Working in Neighbourhoods' including VCFSE sector representation / links to neighbourhood governance
- Continue to develop participatory budgeting approaches, including grant making, that enable residents to have direct decision-making influence in their neighbourhoods
- Facilitate appropriate involvement of the VCFSE sector in all key stages of the Council's commissioning and procurement process
- Establish ways in which community / resident feedback shapes social value priorities and responds to local needs



Putting the Charter into practice

Governance and oversight

Governance arrangements include:

- A new VCFSE Advisory Group will provide overall oversight of the Charter and its implementation and delivery (building from the current Steering Group)
- Appoint 3x VCSFE leads for Charter and each outcome
- A programme of awareness raising, engagement and education about the Charter with key council (and partners) particularly contract managers, grant funding processes and commissioners
- Ensure the Charter is aligned with and supports the Council's emergent Council Plan
- Engage and promote sign up to the Charter across wider agencies such as Probation, all health partners

Measuring success and impact

- Identify a clear and measurable set of performance indicators by which to baseline and assess the effectiveness and delivery of the Charter
- Convene an annual, cross-sector Charter review to learn, reflect on achievements and renew commitments – report to Brent Strategic Partnership
- All partners encouraged to share and promote examples and stories of positive impact and benefit
- Use the implementation of the Charter locally to position Brent as a viable testbed for rolling out the Civil Society Covenant and access the Local Covenant Partnership Fund

For more information, please contact:

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	Cabinet 12 October 2026
	Report from the Corporate Director, Service Reform and Strategy
	Lead Member – Leader of Council & Cabinet Member for Adult Social Care (Councillor Muhammed Butt)
Authority to Tender Contract for Homecare Services for Adult Social Care & Children and Young People with Disabilities	

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 to retender contracts for Homecare Services for Adult Social Care and Children and Young People with Disabilities as required by Contract Standing Orders 88 and 89.
- 1.2 Currently the council spends in excess of £29 million per year on homecare.

This service remains a priority as part of the Council's approach to prevention, supporting people to stay living within their own homes and reducing the reliance on care home provision. Whilst the current model is working well, providing a choice for customers, with rates set by the Council and services meeting required quality standards, demand is increasing and a new contract and arrangements will help the council to manage these pressures.

- 1.3 Specifically, aligning the Lead Provider Contracts and Homecare Framework and introducing new requirements around telecare and new neighbourhood patches, will help to manage demand and provide additional capacity and choice for customers, as well as complementing the work of Health partners. The report sets out the detail including alternative options considered.

2.0 Recommendation(s)

That Cabinet:

- 2.1 Approve inviting tenders for Homecare Services for Adult Social Care and Children and Young People with Disabilities on the basis of the pre - tender considerations set out in section 3.3.1 of the report (pre-tender considerations section)
- 2.2 Approve Officers evaluating the tenders referred to in 2.1 above on the basis of the evaluation criteria set out in section 3.3.1(vi) of the report (pre-tender considerations section)
- 2.3 Delegate authority to the Corporate Directors, Service Reform and Strategy and Children Young People and Community Development, in consultation with the Lead Member for Adult Social Care, Public Health and Leisure and the Lead Member for Children's Services, Employment and Climate Action to award the contracts for Homecare Services for Adult Social Care and Children and Young People with Disabilities for a term of three years, with the option to extend for a further three years and a final extension period of up to 24 months

3.0 Detail

3.1 Cabinet Member Foreword

- 3.1.1 The proposals within this report support a number of key Council priorities as set out in the Borough Plan "Moving Brent Forward Together". The focus on neighbourhoods are in line with Strategic Priority 5 – A Healthier Brent. The strategy states that "we will make sure our health and social care services meet local need and reduce health inequalities." This includes "targeted interventions for those communities who find our services hard to access." Having contracted providers operating to the neighbourhood model will help both the providers and statutory and voluntary services to begin to work more closely, to improve relationships and make the customer journey smoother.

- 3.1.2 Strategic Priority 5 – A Healthier Brent also says, “adults with care and support needs are able to access support and services and they are integrated with health, culturally competent and responsive to individual need”. It also says, “we will work with residents as partners in their own care and support, to live independent, safe, happy and fulfilling lives”. The service specifications for the contracted services will support these statements, aiming to promote independence, supporting adults and children to remain in their own homes and improve access to services. In line with the Care Act 2014 and the Children’s Act 1989, this approach will also support the promotion of choice for people in receipt of support services as there will be a range of providers should the Lead Provider be unsuitable, and people who wish to are still able to take a Direct Payment to arrange their own care.
- 3.1.3 Strategic Priority 5 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. Home care is a key service is supporting this aim.
- 3.1.4 The proposed contract model supports the Working in Neighbourhoods approach within Brent, which aims to shift power closer to communities, redesign services around what people need, and enable partners to work more closely and innovatively together to better support and empower residents.. This means putting neighbourhoods and communities at the heart of decision making, facilitating a shift towards working ‘with’ rather than delivering services ‘to’ the communities. Placing provider organisations into this arena will help to facilitate this shift, improving communication and new ways of working.

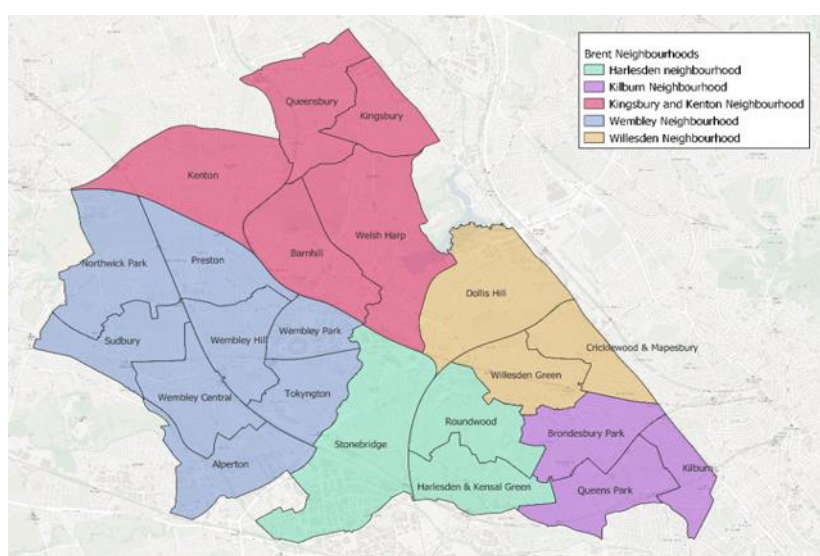
3.2 Background

- 3.2.1 The council requires the provision of Homecare Services for Adult Social Care and Children and Young People with Disabilities (‘the Service(s)'). Officers have considered whether the Services can be provided by the council itself but have concluded that it is best provided by contractors.
- 3.2.2 The council is currently commissioning homecare from 60 providers for adults and 16 providers for children. In total, these providers deliver over 26,000 hours of homecare per week for adults, for approximately 1,700 adults. Children’s providers deliver approximately 3,780 hours per week for 242 children. The combined cost of services is over £29 million per year.
- 3.2.3 Demand for the Service is increasing in terms of number of customers and the complexity of need. In addition, there is pressure on prices to take into account the London Living Wage, the increase to National Insurance and other inflationary pressures faced by businesses.
- 3.2.4 Homecare services are currently delivered via two main avenues, the first being the Lead Provider contracts and the second, the framework. There are also a

number of spot contract arrangements where it has not been possible to arrange care through the other two avenues. The Council entered into contracts for provision of homecare with 14 providers (Lead Providers) and the contracts are due to expire on 3rd November 2027. The Framework contracts which is the second avenue, offer additional capacity through 21 providers, including some smaller provider organisations. The initial two-year term of the framework is due to end in November 2026 but the Council has the option to extend for a further two years (until November 2028). There are no plans to transfer existing care packages awarded under the existing contracts and framework to new providers following the procurement or as a result of the procurement.

Overview of the Proposed Approach

- 3.2.5 The proposed approach is to utilise the extension period of the current Lead Provider contract until November 2027 (this has been actioned) and then close the Homecare Framework (so only using one of the optional one-year extensions on the framework). During that time, a procurement will be undertaken to establish both a new Lead Provider contract and a Framework contract of providers.
- 3.2.6 The Lead Provider contracts will be let on a neighbourhood basis for Adult Social Care, to mirror the five integrated neighbourhood areas (see map below). There will be between 2 - 4 lead providers in each area, dependent on size and geography. These will each be a separate lot, named after its geographical area. Suppliers will also be invited to apply to be a specialist provider of mental health or learning disability support.



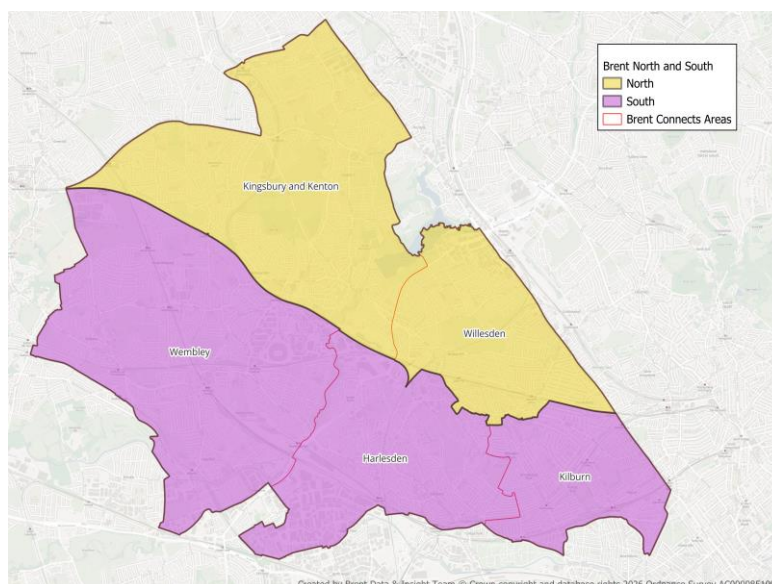
- 3.2.7 This will be supported by a new homecare framework of 10 additional providers. This will ensure choice and competition, providing a safety net in case of provider failure (with all the work not sitting with too few providers), whilst at the same time limiting the number of providers that need to be monitored/contract

managed. This approach will continue to enable smaller providers to have the opportunity to work within Brent. The two contracts will be procured at the same time, as separate lots, within one tender. These providers will be able to deliver support to all client groups, with those who do not have a specialism being able to opt out of bidding to provide those packages.

3.2.8 A separate lot will be procured within the tender for specialists who can provide services to customers supported by Children and Young People's Services. This lot will have no limit to the number of providers accepted to join this framework.

3.2.9 Features of the contracts:

- London Living Wage will be paid.
- The use of zero hours contracts will be monitored.
- Hourly rates will be set.
- Each Lead Provider to have a Trusted Assessor.
- Use of Electronic Call Monitoring Systems to enable more accurate invoicing and payment that is more efficient for customers.
- Providers will bid for care packages via the CarePlace E-Brokerage system.
- Providers must maintain a Care Quality Commission(CQC) rating of Good as a minimum.
- For specialist provisions (LD, MH) where demand is lower, the model will be different, using North and South zones with 2 providers in each area (see map below).
- Contracts will be "closed" so that new providers cannot apply to join during the term.
- Let for 3 years initially in line with the known local government settlement for that period with the option for further extensions (plus 3 plus 2).



- 3.2.10 Providers working in the local community will enable them to understand the needs of the neighbourhood and contribute to the integrated neighbourhood developments in their area. Delivering homecare across a specific geographical area is a more efficient use of care staff and concentrating services within a smaller area reduces travel time for field supervisors and support staff, improving oversight and quality assurance. This model will also support the high administrative demands of homecare such as assessments, monitoring, rostering, and staff management; a more localised model makes these tasks easier to manage. A patch-based model currently works well, and this model will have the same benefits but align more closely to Health and the Working in Neighbourhoods developments within the borough.
- 3.2.11 The Lead Provider contracts will see the introduction of Trusted Assessors within Adult Social Care. Trusted Assessors undertake assessments and planning on behalf of Adult Social Care and will be authorised to do so under a written Trusted Assessor agreement. Lead Providers will be required to facilitate this as part of their contract. As this is a new role within Brent, providers will be involved in the development to ensure the success of the role, and it will therefore come to fruition during the lifetime of the contract (not from contract commencement date). This will help to ease the pressure on Adult Social Care and support with right sizing packages, by reviewing customers in a timelier manner as well as being more responsive to emerging needs.
- 3.2.12 Providers will be required to support the use of technology where there are opportunities to improve quality of life, independence and outcomes for customers in support of meeting their overall care needs. It can also help ensure customers remain safe. This reflects growing evidence that the appropriate and preventative use of technology can make everyday tasks easier, reduce the risk of accidents, and give customers and their loved ones peace of mind. In addition, by helping customers remain independent in their

homes for longer it is a key part of the Council's preventative strategies to help reduce the need for hospital admissions and emergency interventions. The requirements for equipment, training and changes to processes will need assessing as part of the development and implementation of technology.

- 3.2.13 Previous procurement for home care has been a large-scale undertaking and the lead in time for this exercise has therefore been planned with that in mind. The approach taken will aim to limit the administrative burden whilst still allowing full market participation. The long lead in time means that some of the detail remains in development at the time of writing. This includes the final approach to Social Value which is being informed by the corporate developments underway in this area.

Alternative Options considered

- 3.2.14 Current "as is" model. Whilst the current model has served the Council well, the contracts do not allow for the development of the Trusted Assessor model, the alignment with the neighbourhood areas, or the contract management benefits which will be gained from the new approach.
- 3.2.15 Using the current framework only. This would provide until November 2028 to develop a new approach. However, intelligence suggests it is unlikely these providers have the capacity to deliver all the required hours which would put pressure on them and could be risky to the sector. Within Children's provision, providers have not been able to meet demand which has led to the need for some spot purchasing. This contract does not align to the neighbourhood model.
- 3.2.16 A new open framework. This would provide a flexible option that allows providers to apply to join at set times during the life of the contract. This enables new providers, or previously unsuccessful providers, to apply to join and can be positive for smaller providers who may be less familiar with procurement processes. Whilst this can bring additional capacity, this can be resource intensive for commissioners to monitor and manage quality over the entire framework duration, as there can be a large number of providers. This also makes developments such as Trusted Assessors and the neighbourhood developments harder to facilitate as providers may only have a small amount of business in the borough and not therefore want to commit additional time and resources when they are not heavily invested in an area.
- 3.2.17 Bringing the service in-house. This option potentially gives the Council more control over quality and reduces the need for contract and quality monitoring. To do this, it is estimated that it would cost an additional £12.252 million per annum compared to procuring from the open market. This is in large part due to the prohibiting factor that pension on costs alone add nearly 30% to the cost of employing someone in a local authority. Whilst there are some benefits, the

additional cost is not one that can currently be borne by Adult Social Care nor Children's Social Care.

3.3 Pre-tender Considerations

3.3.1 In accordance with Contract Standing Orders 88 and 89, pre-tender considerations for the procurement of the contract for Homecare Services for Adult Social Care and Children and Young People with Disabilities (the "Contract") have been set out below for the approval of the Cabinet.

Ref.	Requirement	Response	
(i)	The nature of the Goods / Services / Works.	Homecare Services for Adult Social Care and Children and Young People with Disabilities	
(ii)	The estimated value.	£88.12m for the initial three year contract term.	
(iii)	The contract term.	The contract term will be an initial three years. There will be an option to extend for a further three years and a final extension period of up to 24 months.	
(iv)	The tender procedure to be adopted.	The Council will undertake a competitive flexible procedure to set up a Light Touch framework agreement under the Procurement Act 2023.	
v)	The procurement timetable.		Indicative dates are:
		Publish Preliminary Market Engagement Notice	28/08/2026
		Market Engagement event	30/09/2026
		Adverts placed	23/10/2026
		Publish Tender Notice	23/10/2026
		Publish Procurement Specific Questionnaire	23/10/2026
		Procurement Specific Questionnaire deadline	23/11/2026
		Procurement Specific Questionnaire evaluation and moderation	By 22/01/2027

Ref.	Requirement	Response	
		Publish Invitation to tender to shortlisted Tenderers	01/03/2027
		Invitation to Tender (ITT) deadline	01/04/2027
		ITT Panel evaluation and moderation	By 14/05/2027
		Report recommending Contracts award circulated internally for comment	03/09/2027
		Corporate Director approval	10/09/2027
		Publish Contract Award Notice	13/09/2027
		Voluntary 8 working days standstill period – notification issued to all tenderers and additional debriefing of unsuccessful tenderers	13/09/2027 – 22/09/2027
		Publish Contract Details Notice	23/09/2027
		Contract Mobilisation	By 31/10/2027
		Contract start date	01/11/2027
(vi)	The evaluation criteria and process.	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. 2. At tender evaluation stage, the panel will evaluate the tenders against the following criteria: 85% Quality, 15% Social Value	
(vii)	Any business risks associated with entering the Contract.	The following business risks are considered to be associated with entering into the Contracts. Some risks may include:	

Ref.	Requirement	Response
		• failure to select a suitable provider for one or more of the Lots. • delays to the procurement process as a result of higher than envisaged numbers of submissions and supplier challenges to award decisions Mitigations include • selection criteria case studies will be used as part of the evaluation to assess previous experience and suitability to shortlisting stage through a series of pass fail and scored questions. • The tender evaluation criteria for the award section will ensure that all tenderers have experience and skills available to deliver the services specified. • Evaluation of submissions will be undertaken compliantly with tender procurement regulations and evaluator training. Financial Services and Legal Services have been consulted concerning this Contract and have set out their considerations in sections 5 and 6 of this report.
(viii)	The Council's Best Value duties.	The Council will be awarding the Lead Provider and Homecare Framework Contracts for each Lot to providers that have the Most Advantageous Tender (MAT)
(ix)	Consideration of Public Services (Social Value) Act 2012	It is the intention within this tender that 15% of the total evaluation criteria will be reserved for social value considerations. Bidders will be asked to provide a social method statement which then be measured for impact and delivery over the life of the Contracts through the Contract Management function.
(x)	Any staffing implications, including TUPE and pensions.	See section 6 and 9 below.
(xi)	The relevant financial, legal and other considerations.	See sections 5 and 6 below.

Ref.	Requirement	Response
(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	The potential supplier will be required to provide Services in accordance with all relevant policy requirements, to include those detailed in the National Procurement Policy Statement, to comply with a 30-day payment requirement, to provide evidence of wage compliance, evidence due diligence in supply chain (including modern slavery) and provide report on carbon emission and sustainability initiatives during contract delivery. The Contract will require the payment of the London Living Wage.
(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. It is considered that the procurement process recommended is appropriate for the services required and upholds the principles of equal treatment, transparency, and non-discrimination.
(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 Service user voice will be included in the service specification so that providers understand (and must respond to) what is important to customers.

5.0 Financial Considerations

- 5.1 The allocated budget for this service over the next 3 years for the Home Care contracts from Adult Social Care (ASC) is £76.960 million (i.e. £25.653m per annum) and from Children, Young People and Community Development (CYPCD) is £11.16m (£3.72m per annum), making a combined allocated budget total of £88.12m over the three years. This estimated value does not currently include any inflation uplifts which may arise during the duration of the contract as London Borough of Brent supports the payment London Living Wage within all its contracts with service providers.
- 5.2 The estimated value of the new contract for CYPCD is based on the current budget provision. The annual budget for “Care at Home” for Children with Disabilities is £3.72m.
- 5.3 The cost of the proposals within this report for the contracts will be funded from the ASC Home Care and CYPCD Children with Disabilities budgets yearly with effect from 1st November 2027.
- 5.4 The contracts will be awarded for an initial period of three years. The associated costs can be accommodated within the approved budget allocation and will be factored into the Medium Term Financial Strategy, including appropriate annual uplifts for demand and inflation. Prior to the expiry of the initial term, the Council's financial position will be reviewed and any proposal to extend the contracts beyond the three-year period will be subject to consideration of the Council's financial position at that time.

6.0 Legal Considerations

- 6.1 The estimated value of the Contract is above the threshold for Light Touch Services under the Procurement Act 2023 (the “PA23”) and the procurement is therefore governed by the PA23.
- 6.2 The procurement is subject to the Council's own Standing Orders and Financial Regulations in respect of High Value Contracts given the procurement is over £5 million. For High Value Contracts, the Cabinet must approve the pre-tender considerations set out in paragraph 3.3 above (Standing Order 89) and the inviting of tenders (Standing Order 88).
- 6.3 In accordance with Recommendation 2.3, once the tendering process is undertaken, Officers will report to the Corporate Director Service Reform and Strategy and the Corporate Director Children Young People and Community Development explaining the process undertaken in tendering the Contract and recommending award.

- 6.4 As this procurement is subject to the full application of the PA23, the Council must observe the requirements of the 8 working day standstill period under the PA23 before the Contracts can be awarded and framework concluded.
- 6.5 Consideration should be given as to whether the Transfer of Undertakings (Protection of Employment) Regulations 2006 ('TUPE 2006') apply. TUPE applies where there is a 'relevant transfer' this can be; 1) a business transfer or, 2) service provision change (a change in the provider of a service). This is service provision change and is governed by TUPE 2006 Regs 3(1)(b)(iii). To satisfy the conditions of TUPE 2006 there must be immediately before the service provision change – an organised grouping of employees situated in Great Britain which has as its principal purpose the carrying out of the activities concerned on behalf of the client; the client intends that the activities will, following the service provision change, be carried out by the transferee other than in connection with a single specific event or task of short term duration; and the activities concerned do not consist wholly or mainly of the supply of goods for the client's use.
- 6.6 Officers confirmed in paragraph 3.2.4 that there are no plans to transfer existing care packages awarded under the existing contracts and framework to new providers and on the basis that there is no organised grouping of staff carrying out the work, TUPE is unlikely to apply as a result of the procurement.

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. Cabinet is referred to the contents of the Equalities Impact Assessment at Appendix 1.

8.0 Climate Change and Environmental Considerations

8.1 The council declared a climate and ecological emergency in 2019 and pledged to do all reasonable within our gift to achieve carbon neutrality on a borough-wide basis by 2030. As part of the strategy to implement this declaration, the council has developed a Procurement Sustainability Policy which sets out the environmental sustainability expectations on bidders which are expected to be embedded within major contracts. The council is also part of the West London Alliance's Low Carbon Procurement Charter which bidders are also expected to sign and align to within this process. These processes provide the opportunity for bidders to outline comprehensively their environmental sustainability credentials and how they will support the council's climate aims throughout the duration of the contract.

9.0 Human Resources/Property Implications

9.1 This Service is currently provided by an external contractor and there are no implications for Council staff arising from retendering the Contracts.

10.0 Communication Considerations

10.1 Officers will ensure that any changes for customers as a result of the procurement will be communicated clearly and in a timely way.

Report sign off:

Rachel Crossley

Corporate Director, Service Reform
and Strategy

Legal considerations provided by:
Phillipa Dieobi

Finance considerations provided by:
Christine Fasunloye & Miguel
Fernandez

EQUALITY IMPACT ASSESSMENT (EIA)

POLICY/PROPOSAL:	Authority to Invite Tenders for Homecare Services for Adult Social Care and Children and Young People with Disabilities
DEPARTMENT:	Adult Social Care and Children and Young People
TEAM:	Strategic Commissioning and Market Management
LEAD OFFICER:	Mercy Lett-Charnock
DATE:	4/8/26

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.

The proposal is to reprocure homecare services for the borough. This will affect both children and adult residents.

This service remains a priority as part of the Council's approach to prevention, supporting people to stay living within their own homes and reducing the reliance on care home provision. Whilst the current model is working well, providing a choice for customers, and services meeting required quality standards, demand is increasing and a new contract and arrangements will support the council to manage these pressures.

Specifically, the plan is to create a Lead Provider contract, where providers operate in neighbourhoods and to support this with a framework contract of 10 additional providers to support the Lead Providers and ensure availability of support. There will be a separate contract for providers who support Children and Young People to ensure relevant skills and appropriate approaches are applied.

The contracts will introduce new requirements around telecare (virtual and remote support) and new neighbourhood patches, which will help to manage demand and provide additional capacity and choice for customers, as well as complementing the work of Health partners.

The Council is adopting a neighbourhoods model which is about shifting power closer to communities, redesigning services to focus on what people need and partners working more closely together, in new and more innovative ways, to better support and empower residents. This means developing new ways of working that put neighbourhoods and communities at the heart of decision making, facilitating a shift towards working with communities rather than delivering services to communities. Placing provider organisations into this arena will help to facilitate this shift, improving communication and new ways of working.

The proposal will not remove services, and it will change the way services are delivered, placing greater emphasis on a personalised outcomes-based approach and neighbourhood provision.

It is expected to deliver improved quality of service provision, improved service user experience and provide a better working relationships with providers who in turn will develop relationships with key partners and services in their neighbourhood.

As a result, the council and providers will be better able to meet both needs and the expressed preferences of service users.

Features of the new contracts also include:

- London Living Wage will be paid
- The use of zero hours contracts will be monitored
- Hourly rates will be set
- Each Lead Provider will have a Trusted Assessor to help timely review of packages
- Use of Electronic Call Monitoring Systems
- Providers must maintain a Care Quality Commission(CQC) rating of Good as a minimum

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

Those affected by the proposal are:

- Residents receiving, or likely to receive home care services
- Family carers
- Providers of home care services and their staff

It should be noted that the nature of impact of the proposed changes is expected to be positive.

The majority of customers will have support needs due to age, frailty, health condition (including mental health) or other disability. The very nature of home care services means that they are targeted at, and are disproportionately accessed by, vulnerable adults and children who are also more likely to experience multiple disadvantages due to their age and disabilities / health conditions.

Additional disadvantages may also be experienced due to socio-economic inequalities such as fuel poverty, social isolation and economic deprivation.

3. If no groups are affected, explain why.

N/A

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

Characteristic	IMPACT		
	Positive	Neutral/None	Negative
Age - People of different age groups.	x		
Care Experience - People who have been in care for any period of their childhood.		x	

Disability - People with physical, sensory, learning, and mental health disabilities, long-term conditions, and non-visible disabilities.	x		
Gender reassignment - Transgender and non-binary people, including anyone who is proposing to, started, or who has completed a process to change their gender.		x	
Marriage and Civil Partnership - Applies mainly in the workplace, people who are married or in a civil partnership.		x	
Pregnancy and Maternity - People who are pregnant, on maternity leave, or new parents.		x	
Race and Ethnicity - People of different ethnicity, nationality, and skin colour.	x		
Religion or belief - People of all faiths, and those with no religious belief.	x		
Sex - Differences between men and women, including disparities in pay, career progression, and health outcomes.	x		
Sexual Orientation - People who identify as lesbian, gay, bisexual, queer, asexual, or any other non-heterosexual identity.		x	
Socio-Economic Status – People who are experiencing poverty or socio-economic disadvantage.		x	
Carers	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.

Customer data is held on Mosaic and this data has been used to inform the EIA along with the Brent JSNA data and ONS data.

In addition to customer data, consistent themes from engagement activity have been used to develop the service model and specification. These include:

- Having the same carer
- Carers turning up on time
- Being able to contact the agency
- Having a carer of a specific gender and or a carer who understands service user religious or cultural needs
- Better communication between the council and the provider and between the provider and the service user
- The provider having a better knowledge of the area they work in – this will help reduce travel time and enable to provider to work closely with local partners such as GPs
- Better workforce planning, certainty around hours for care workers, improving recruitment and retention
- Better training for carers employed by providers

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.
Older people are disproportionately impacted by the proposal as the majority of customers are over 60. However, the impact of the new contracts, with a neighbourhood model, should be positive for all customers.	Of the current homecare customers, 309 are under 60, with the remaining 1368 who are 60 and over. Of those 990 people are 75 and 559 people are 85 and over. There will be approximately 240 children impacted by the proposal.

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

n/a	
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Disability	
Provide detail for the impact listed in Q4.	Provide supporting data and evidence.
People with disabilities are disproportionately impacted by the proposal as the majority of customers have a disability. However, the impact of the new contracts, with a neighbourhood model, should be positive for all customers. The service is specifically designed to support people with these needs, to ensure they can remain independent for as long as possible within their homes and communities.	1377 people are listed as requiring “physical support”, the is the largest group and a significant majority. 175 are receiving mental health support and 80 people have a learning disability.

Gender Reassignment	
Provide detail for the impact listed in Q4.	Provide supporting data and evidence.
n/a	

Marriage and Civil Partnership	
Provide detail for the impact listed in Q4.	Provide supporting data and evidence.
n/a	

Pregnancy and Maternity

Provide detail for the impact listed in Q4.	Provide supporting data and evidence.
n/a	

Race and Ethnicity															
Provide detail for the impact listed in Q4.	Provide supporting data and evidence.														
The largest group of homecare customers are those who are Black or Black British making up 30.3% of the customer group, followed by Asian or Asian British people who make up 29.6% of the current customer group and White customers who make up 27.4%. The percentage of Black or British people affected is higher than in the general Brent population, whereas the percentage of Asian and White people affected by this proposal is lower than in the Brent population as a whole. However, the impact of the new contracts, with a neighbourhood model, should be positive for all customers.	Current customers: <table> <tr> <td>Asian or Asian British</td><td>496</td></tr> <tr> <td>Black or Black British</td><td>508</td></tr> <tr> <td>Mixed / Multiple</td><td>24</td></tr> <tr> <td>Not Stated / Undeclared</td><td>43</td></tr> <tr> <td>Other Ethnic Groups</td><td>70</td></tr> <tr> <td>Unknown</td><td>76</td></tr> <tr> <td>White</td><td>460</td></tr> </table> At the time of the last Census (2021), 33.4% of the usual adult resident population identified as Asian or Asian British, 16.7% Black, Black British, Caribbean or African, 3.9% Mixed or Multiple ethnic groups, 36.8% as White, and 9.2% as Other ethnic groups.	Asian or Asian British	496	Black or Black British	508	Mixed / Multiple	24	Not Stated / Undeclared	43	Other Ethnic Groups	70	Unknown	76	White	460
Asian or Asian British	496														
Black or Black British	508														
Mixed / Multiple	24														
Not Stated / Undeclared	43														
Other Ethnic Groups	70														
Unknown	76														
White	460														

Religion or Belief																			
Provide detail for the impact listed in Q4.	Provide supporting data and evidence.																		
From the data we have, the largest single group affected would be people who are Christian. However, there is no significant numbers of any single religion from the data held. We are therefore unable to identify if there is a disproportionate impact on any group. However, the impact of the new contracts, with a neighbourhood model, should be positive for all customers.	Not all people state their religion but from the data we have we know the following from the current customers: <table> <tr> <td>Anglican</td><td>2</td></tr> <tr> <td>Baptist</td><td>4</td></tr> <tr> <td>Catholic</td><td>75</td></tr> <tr> <td>Christian</td><td>92</td></tr> <tr> <td>Church of England</td><td>25</td></tr> <tr> <td>Greek Orthodox</td><td>2</td></tr> <tr> <td>Hindu</td><td>71</td></tr> <tr> <td>Jainist</td><td>2</td></tr> <tr> <td>Jehovah Witness</td><td>5</td></tr> </table>	Anglican	2	Baptist	4	Catholic	75	Christian	92	Church of England	25	Greek Orthodox	2	Hindu	71	Jainist	2	Jehovah Witness	5
Anglican	2																		
Baptist	4																		
Catholic	75																		
Christian	92																		
Church of England	25																		
Greek Orthodox	2																		
Hindu	71																		
Jainist	2																		
Jehovah Witness	5																		

Also, the service specification will ensure that the council and its contracted providers provide culturally and religiously sensitive services, wherever possible. For instance, the service specification requires providers to take a person-centred approach to care and support planning. This will include the ability to specify the gender of those who support them and religious practices that may be taken into account when providing care.	Jewish 7 Methodist 7 Muslim 83 No religion 15 Not known 133 Other 2 Pentecostal 3 Rastafarian 1 Seventh Day Adventist 5 Sikh 2
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Sex	
Provide detail for the impact listed in Q4.	Provide supporting data and evidence.
Women are disproportionately impacted by this proposal with 1002 customers being women at the time of reporting compared to 669 men. However, the impact of the new contracts, with a neighbourhood model, should be positive for all customers.	Within the general population in Brent the split between males and females is much closer with men making up 49% of the population and women 51% (ONS 2024).

Sexual Orientation	
Provide detail for the impact listed in Q4.	Provide supporting data and evidence.
n/a	

Socio-Economic Status	
Provide detail for the impact listed in Q4.	Provide supporting data and evidence.

n/a	
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Other Relevant Groups	
Provide detail for the impact listed in Q4.	Provide supporting data and evidence.
<u>Carers</u> Family carers may also be impacted by the proposals. We have considered the needs of carers because it is acknowledged that informal (unpaid) carers are frequently disadvantaged because their vital, often round-the-clock responsibilities take a severe toll on their personal finances, career progression, and physical and mental health. Carers provide a vital role in the lives and care of individuals that Adult Social Care supports. Reliable care that they can trust is critical in enabling them to feel confident in the arrangements for the person they care for and potentially free them up to undertake work or other activities. Carers will be affected by the proposal but the impact of the new contracts, with a neighbourhood model, should be positive for all customers, supporting consistency of care.	Approximately 7% of Brent's residents provide some form of unpaid care, with nearly 23,000 residents providing one hour of care or more on a weekly basis, many of whom will not be known to services.

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 ASC co-production team are supporting in engaging customers to inform the service specification so that service user voice is reflected.
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9. Provide more detail on any areas identified as requiring further data or detailed analysis.

Not applicable

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 proposal will be taken forward because the Council is required to procure services openly through the market. This will enable to Council check the quality of suppliers coming forward to ensure that safe, good quality care can be provided for those who need it.

SECTION D - RESULT

Select one of the following options with an "X".		
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
There are no negative impacts identified.	The team will review the impacts once the contracts are up and running (if approval is given by cabinet to procure the services)	Edwin Mensah		

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

Quality audits of all providers will be undertaken, and equalities issues are included within that. Any concerns, complaints and safeguarding's are also investigated.

SECTION F – SIGN OFF

	Signature	Date
Officer:	Mercy Lett-Charnock	4/8/26
Reviewing Officer or Head of Service	Edwin Mensah 	05.08.26

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.

<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:	