



LONDON BOROUGH OF BRENT

MINUTES OF THE CABINET Monday 23 October 2017 at 6.00 pm

PRESENT: Councillor Butt (Chair), Councillor McLennan (Vice-Chair) and Councillors Farah, Hirani, Miller, M Patel, Southwood and Tatler

1. **Apologies for Absence**

None.

2. **Declarations of Interest**

There were no declarations of interest by Members.

3. **Minutes of the Previous Meeting**

It was **RESOLVED** that the minutes of the previous meeting, held on 11 September 2017, be approved as an accurate record of the meeting.

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

There were no matters arising.

5. **Petitions (if any)**

There were no petitions to be discussed by Cabinet.

6. **Complaints Annual Report 2016 - 2017**

Councillor Margaret McLennan, Deputy Leader of the Council, introduced the report setting out complaints performance in Brent Council and Brent Housing Partnership (BHP) for the period April 2016 to March 2017. She informed members of Cabinet that high level data for the previous 2 years has been included where available for the purpose of comparison over a 3-year period.

Councillor McLennan stated that complaints concerning the Adult Social Care and Children and Young People departments come under separate statutory complaint procedures and separate analysis reports have been provided in Appendices A and B respectively. Appendix C summarises departmental performance across the Council in 2016/17. BHP service-level analysis in 2016/17 is summarised in Appendix D.

Members of Cabinet welcomed the report and commented on the improvement in overall performance. Councillors Tatler and Southwood expressed concern that staff attitude and failure to communicate are two significant causes of complaints that also need to be addressed more widely across the council.

Councillor Muhammed Butt, Leader of the Council, encouraged Cabinet Members to look at the statistics and data for complaints within their portfolio on a regular basis.

RESOLVED that:

6.1 The Council and BHP's performance in managing and resolving complaints be noted;

6.2 The following specific recommendations be noted and agreed:

Root cause of complaints

- a. Work with service area and departmental management teams to review key service delay/failure hotspots and develop improvement plans.
- b. Develop a tailored training plan on communication and staff behaviours to be implemented in priority service areas across the Council.
- c. Support the new Housing Management Service during the redesign of the repairs process by feeding in the lessons learned from complaints.

Decision making and outcomes

- d. Review LGO referrals and identify any future opportunities for early resolution and minimisation of premature LGO referrals.
- e. Review our internal approach to complaint decisions, corrective actions and compensation in light of LGO outcomes in 2016/17.

Complaint handling and monitoring

- f. Continue to improve internal processes and working arrangements with service managers to increase the timeliness of Stage 2 responses.
- g. Work closely with the Housing Management Service management team to establish a new and effective complaints process and implement improved working arrangements to manage Stage 2 complaints
- h. Implement a weekly Corrective Actions Tracker for all departments to monitor the timely completion of agreed remedial actions

6.3 The fact that BHP had been reported as a separate organisation for the purposes of this annual report for 2016/17 be noted.

7. Matters requiring shareholder consent and plans to develop 2018/19 business plan for the Council's wholly owned company I4B Holdings Ltd

At this point, Phil Porter, Strategic Director, Community Wellbeing, and Peter Gadsdon, Director, Policy, Performance and Partnerships, declared an interest as both are Directors of I4B Holdings Ltd.

Councillor Margaret McLennan, Deputy Leader of the Council, introduced the report which set out a series of matters requiring Cabinet consent as shareholder of I4B Holdings Ltd. Councillor McLennan stated that the paper also sets out the proposed

process and timetable for the development of the I4B Holdings Ltd Business Plan for 2018/19.

RESOLVED that:

- 7.1 The Council and the I4B Holdings Ltd should enter into a new four-year Services Agreement to provide a range of support services;
- 7.2 £50m be made available for drawn-down (by I4B Holdings Ltd) as the final tranche of the £100m PRS funding, to complete the purchase of 300 properties in line with the Cabinet's agreement of the Temporary Reform Accommodation Plan in March 2016 and the 2017/18 to 2019/20 budget in February 2017;
- 7.3 The end of I4B Holding Ltd's first financial year be moved from the end of December 2017 to the end of March 2018 to bring it in line with the Council;
- 7.4 The appointment of an additional Company Director to the I4B Holdings Ltd Board be agreed;
- 7.5 I4B Holdings Ltd's intention to develop its second Business Plan and seek Shareholder agreement at the Cabinet meeting in February 2018 be noted; and
- 7.6 The establishment of an Equity Investment Framework, restricting the Council's investment in I4B Holdings Ltd to 25% of total capital invested be approved.

8. **Authority to Award a Care and Support Services Contract for Visram House Extra Care Scheme**

Councillor Krupesh Hirani, Cabinet Member for Community Wellbeing, introduced the report seeking Cabinet authority to award a contract for care and support services at Visram house Extra Care Scheme (ECH) in Brent. He stated that the contract will be for a period of 5+1+1 years. The care and support service will be provided to people aged 50+ with an assessed care and support need as defined by the Care Act 2014.

Councillor Hirani stated that the report summarises the process undertaken in tendering this contract, and recommends which organisation the contract should be awarded to as determined through the evaluation of tenders.

He confirmed to Cabinet Members that the tender process had been conducted through the Brent Council's Accommodation plus Dynamic Purchasing System (AP DPS).

RESOLVED that:

- 8.1 The contract for care and support services be awarded to Notting Hill Housing Trust (NHHT) for a period of 5 years with an option to extend by up to two further one year periods (5+1+1).

9. Selective Licensing in the Private Rented Sector - Update

Councillor Harbi Farah, Cabinet Member for Housing and Welfare Reform, introduced the report advising Members of the need to acknowledge and correct some drafting errors in the report considered by Cabinet on 19th June 2017: *Selective Licensing in the Private Rented Sector*.

Councillor Farah stated that this report does not affect the decisions taken on 19 June 2017 regarding the designation for selective licensing in relation to Designation Areas 1 (the wards of Dudden Hill, Kensal Green, Kilburn, Mapesbury and Queens Park), 3 (the wards of Dollis Hill and Welsh Harp) and 5 (the ward of Stonebridge).

Councillor Farah reiterated that this report also does not affect the decision regarding the setting of licensing fees for the six designation areas. By way of clarification, this report seeks to make corrections in respect of Designation Areas 2, 4 and 6 and the wards included in those areas which are set out in paragraphs 2.2 and 2.3 below.

RESOLVED that:

- 9.1 The identified inconsistencies in the original report of 19 June 2017 and the required amendments be noted. In particular, Preston ward was included in Designation Area 4 and Queensbury ward in Designation Area 6 and that no rectifications were required regarding Designation Areas 1, 3 and 5;
- 9.2 The legal requirements for introducing Selective Licensing be agreed by way of clarification on the grounds of anti-social behaviour (ASB) and/or migration and/or deprivation and/or poor housing conditions and/or high levels of crime have been met with regard to three of the six selective licensing designation areas as summarised in table 6 in paragraph 10.16 of the report to Cabinet dated 19 June 2017, which covered the following Council wards:
 - i) Brondesbury Park (designation 2 on grounds of migration, anti-social behaviour and high level of crime);
 - ii) Alperton, Barnhill, Sudbury, Tokyngton, Preston (designation 4 on grounds of anti-social behaviour and poor housing conditions);
 - iii) Fryent, Kenton, Northwick Park, Queensbury (designation 6 on grounds of anti-social behaviour and migration).
- 9.3 Subject to paragraph 9.2 above and by way of clarification, the designation of three areas for selective licensing, namely Designation Areas 2, 4 and 6 be authorised to last for five years from the date of designation. These would cover the following Council wards as shaded in blue and marked D2, D4 and D6 on the map at paragraph 4.6 of the Cabinet report, namely:
 - i) Brondesbury Park (designation area 2);
 - ii) Alperton, Barnhill, Sudbury, Tokyngton, Preston (designation area 4);
 - iii) Fryent, Kenton, Northwick Park, Queensbury (designation area 6).
- 9.4 Consent be sought from the Secretary of State for the designation for Selective Licensing of the three designation areas 2, 4 and 6 as referred to in paragraphs 9.2 and 9.3 above and that this consent application in relation to designation areas 2, 4 and 6 would be submitted in addition to the

application for consent which had been submitted to the Secretary of State following the Cabinet's decision of 19 June 2017;

9.5 Authority to issue the required statutory notifications in respect of designation areas 2, 4 and 6 as referred to in paragraphs 9.2 and 9.3 above in relation to the Selective Licensing Scheme designations be delegated to the Strategic Director of Community Wellbeing, in consultation with the Lead Member for Housing and Welfare Reform; and

9.6 Subject to consent being obtained from the Secretary of State, and the issue of statutory notifications, the Strategic Director of Community Wellbeing, in consultation with the lead member for housing and welfare reform be authorised to decide the date from which the council will begin to accept applications for Selective Licensing for the Designation Areas 2, 4 and 6 and the date on which those three designations will come into effect.

10. **Queens Park/Cullen House, South Kilburn - Approval to bring forward the JV Co or other option to commence delivery of this project to include procurement of a construction partner**

Councillor Shama Tatler, Cabinet Member for Regeneration, Growth, Employment and Skills, introduced the report. She stated that the regeneration of South Kilburn is a fifteen year programme that is approximately half way through. It aims to transform the area into a sustainable and mixed neighbourhood and create a real sense of place and belonging. The programme will deliver around 2,400 new homes of which 1,200 will be made available for social rent for existing South Kilburn, secure council tenants. To date 1073 new homes have been delivered with 60% (639) new homes having been made available for existing secure tenants of South Kilburn. Woodhouse Urban Park was opened to the public in May 2016 and South Kilburn residents are able to utilise St Augustine's Sports Hall.

Councillor Tatler stated that the Council's objective is to provide high quality new homes with values driven from market sales in order to maintain the viability of the Regeneration Programme in the long-term, and to achieve a substantial improvement in the living conditions of existing South Kilburn secure Council tenants.

Councillor Tatler stated informed Members that the report relates to Queens Park/Cullen House, which is a fundamental part of the South Kilburn Regeneration Programme. The Site comprises of Keniston Press (now demolished), Premier House, Salusbury Road public car park, Cullen House and the Falcon Public House together defined as "Queens Park/Cullen House" (see appendix 1 – Existing Site Plan). She stated that this report provides an update on the progress regarding the Joint Venture with London & Newcastle Capital Limited (LN) but also sets out a contingency option to acquire the Falcon Public House (FPH).

RESOLVED that:

10.1 The significant progress made on the technical issues and the current position as set out in paragraph 3.6 and 3.7 of the Cabinet report with regard to progress in establishing a Joint Venture Company with London &

Newcastle Capital Limited for the comprehensive redevelopment of the Queens Park/Cullen House project be noted;

- 10.2 The Strategic Director of Regeneration and Environment in consultation with the Lead Member Regeneration, Growth, Employment and Skills, be delegated authority to implement the contingency option detailed in paragraph 3.8 (the “Contingency Option”) of the Cabinet report should it not be possible to agree the terms of the Joint Venture.
- 10.3 Officers be authorised to negotiate a buyout of London & Newcastle Capital Limited’s interest in the Falcon Public House in order to bring the site forward for development, should the Contingency Option be selected;
- 10.4 Approval was granted for the procurement of a construction partner for the Queens Park/Cullen House site either through a mini-competition using an appropriate Framework or alternatively through a Competitive Procedure with Negotiation under the Public Contracts Regulations 2015 on the basis of the pre-tender considerations and evaluating the tenders on the basis of the evaluation criteria set out in (Appendix 3) should the Contingency Option be selected;
- 10.5 The Strategic Director of Regeneration & Environment in consultation with the Lead Member of Regeneration, Growth, Employment and Skills, be delegated authority to select the appropriate procurement route outlined in 10.4 above for the reasons detailed in paragraph 3.11 of the Cabinet report.
- 10.6 Authority to award a contract for a construction partner for the Queens Park/Cullen House site to the Strategic Director of Regeneration & Environment in consultation with the Lead Member of Regeneration, Growth, Employment and Skills, be delegated for the reasons detailed in paragraph 3.14 of the Cabinet report should the Contingency Option be selected.
- 10.7 The setting of rent levels for the affordable homes at the Queens Park/Cullen House site once complete, at a rent equivalent to the H.C.A. Target Rent levels, be approved;
- 10.8 The acquisition of a long lease of Networks Rail’s interest by the Council be agreed in principle. A further report be presented to Members on the terms negotiated for this proposed purchase which would help to bring the site forward for redevelopment; and
- 10.9 Negotiation and entering into Heads of Terms with Transport for London for the delivery of their new offices by Officers be agreed.

11. **Review of Council Tax Support scheme**

Councillor Margaret McLennan, Deputy Leader of the Council, introduced the report stating that since April 2013 all Councils in England and Wales are required to operate a local Council Tax Reduction Scheme. These local schemes replace the former national Council Tax Benefit (CTB) scheme.

Councillor McLennan reminded Cabinet Members that Brent introduced its current scheme (“Council Tax Support”) in 2013 and it has remained in place with only minor changes since then. Councils are required to review and confirm or change their scheme each year.

RESOLVED that:

11.1 Brent’s Council Tax Support (“CTS”) scheme would remain unchanged in 2018/2019; and

11.2 The factors which would be relevant for consideration regarding the future of the local scheme beyond 2018/19 be noted.

12. Brent Council's Workforce Strategy 2017-2020

Councillor Muhammed Butt, Leader of the Council, introduced the report by saying that Brent has undergone many changes in the last 18 months. With development of the Brent 2020 strategic priorities, Brexit, changes in local government finance and increasing demand for services, it's absolutely the right time to have a new workforce strategy. He stated that the Strategy has also been discussed with Senior Managers and the Trade Unions. Councillor Butt stated that the high level action plan will evolve over the lifetime of the strategy and will be underpinned by a more detailed annual action plan.

RESOLVED that:

12.1 The Brent Council Workforce Strategy 2017 – 2020 be approved; including the four workforce priorities and the high level action plan.

13. Brent’s Apprenticeship Strategy 2017-2020

Councillor Muhammed Butt, Leader of the Council, introduced the report stating that the Apprenticeship Strategy and associated action plan for 2017-20 sets out the key areas of activity the council will lead, often in partnership with external organisations, to increase the take-up of apprenticeships in Brent and to utilise the opportunity of the Apprenticeship Levy to support career progression.

RESOLVED that:

13.1 The Council’s Apprenticeship Strategy be endorsed;

13.2 The recommended new apprenticeship pay scales for the council’s own apprentices be noted; and

13.3 The analysis of the Council’s skills gaps identified to date be noted and the ongoing utilisation of the Apprenticeship Levy to support investment in workforce development and apprenticeships be endorsed.

14. Resources Senior Manager Reconfiguration

Councillor Muhammed Butt, Leader of the Council, introduced the report setting out proposals to further refine the Resources Department senior management

structure. He informed Cabinet Members that the proposals entail the re-designation, deletion and creation of senior management posts, and therefore Cabinet's approval is required.

RESOLVED that:

- 14.1 The deletion of the role of Director of Human Resources and Organisational Development for the reasons set out in the Cabinet report be approved;
 - 14.2 That Cabinet approves the proposal to re-designate and then appoint to the Chief Legal Officer role at Hay 3 grade and the intention to move the oversight of the shared service for Procurement with Harrow as well as some aspects of the current HR function to within the remit of the re-designated Chief Legal Officer be noted;
 - 14.3 The creation of a Director of Property and Assets role at Hay 3 be approved.
 - 14.4 The proposal to bring the oversight of Civic Enterprise and some aspects of the current HR function within the remit of the Chief Finance Officer be noted;
 - 14.5 The proposal to move the Equalities function to Performance, Policy and Partnerships be noted; and
 - 14.6 The final decision-making on the proposals following consultation be delegated to the Chief Executive in consultation with the Leader and Deputy Leader.
15. **Reference of item considered by Scrutiny Committees (if any)**
- None.
16. **Exclusion of Press and Public**
- None.
17. **Any Other Urgent Business**
- None.

The meeting was declared closed at 6.27pm

COUNCILLOR MUHAMMED BUTT
Chair