



## **LONDON BOROUGH OF BRENT**

### **MINUTES OF THE CABINET**

**Held in the Conference Hall, Brent Civic Centre on Monday 22 May 2023 at 10.00 am**

**PRESENT:** Councillor M. Butt (Chair), Councillor Mili Patel (Vice-Chair) and Councillors Donnelly-Jackson, Farah, Grahl, Knight, Nerva, Krupa Sheth and Tatler.

Also present: Councillor Ketan Sheth (as Chair of the Community & Wellbeing Scrutiny Committee – for Agenda Item 6) and Councillors Chohan and Georgiou.

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

An apology for absence was received from Minesh Patel (Corporate Director, Finance & Resources) with Ravinder Jassar (Deputy Director, Finance) attending as his representative.

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

No declarations of interest were made at the meeting.

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

**RESOLVED** that the minutes of the previous meeting held on Monday 17 April 2023 be approved as an accurate record of the meeting.

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

None.

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

There were no petitions submitted for consideration at the meeting.

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

##### **6.1 Social Prescribing in Brent**

Prior to consideration of the main report, Councillor Muhammed Butt (Leader of the Council) welcomed Councillor Ketan Sheth (as Chair of the Community & Wellbeing Scrutiny Committee and Social Prescribing Scrutiny Task Group) and invited him to introduce the report and recommendations made by the Task Group which had been established to review social prescribing provision in Brent and explore how the offer in the borough could be improved.

In outlining the background to social prescribing, Councillor Ketan Sheth began his introduction by reminding members that the 2019 NHS long-term plan had

incorporated social prescribing into its comprehensive model of personalised care. Cabinet was informed that social prescribing aimed to tackle health inequalities, which had recently been exacerbated by the cost-of-living crisis, through the referral of patients to a range of local, non-medical services in the community. These non-medical services sought to address wider issues often identified as contributing towards poor overall health, such as welfare issues or poor-quality housing.

In outlining the comprehensive nature of the review process, Councillor Ketan Sheth advised that the Task Group's work had commenced in September 2022 and included evidence gathered from a range of key partners. As a result of the evidence gathered the Task Group had been able to identify a range of opportunities to widen the scope of social prescribing from NHS primary care settings, culminating in the Task Group producing five recommendations. The Task Group's recommendations had been set out in section 3.3 of their report and it was highlighted, were supported by Sir Michael Marmot, Professor at University College London and James Sanderson, the National Clinical Director for Social Prescribing at NHS England.

In commending the Task Group report and recommendations to Cabinet, Councillor Ketan Sheth advised that he had been encouraged by the Executive response provided by the Brent Integrated Care Partnership (ICP), which he was confident reflected how the Task Group and Council's ambitions were shared across Brent's healthcare landscape.

Having noted the introductory comments from Councillor Ketan Sheth, Councillor Nerva (Cabinet Member for Public Health & Adult Social Care) then introduced the report presenting the Executive Response to the report and recommendations from the Social Prescribing Task Group. In welcoming the work undertaken by the Task Group, Councillor Nerva thanked Councillor Ketan Sheth (as Chair) and the Task Group for their work on the review. Commenting on the Executive response provided by the ICP, Councillor Nerva felt that this served to highlight not only the opportunities for the Council to improve the scope for the development and delivery of social prescribing arrangements across the borough, working in partnership with the ICP and key health providers, but also the challenges particularly in relation to the transparency and equity of funding available through Primary Care Networks. As part of the process in taking forward the recommendations, members welcomed the specific establishment of a Social Prescribing Working Group as a means of co-ordinating work across partners and seeking to share best practice, with the benefits of a joined-up approach between public health and culture also highlighted.

Having welcomed the report and Executive response provided, and in thanking all members, officers, and stakeholders who had contributed to the scrutiny review, Cabinet **RESOLVED** to endorse the Task Group's recommendations, as set out in paragraph 3.3 of their report, and the Executive response provided in relation to each recommendation by the Brent Integrated Care Partnership, as set out in Appendix 2 of the report.

## 7. Church End Growth Area Masterplan Supplementary Planning Document

Councillor Tatler (Cabinet Member for Regeneration, Planning & Growth) introduced the report, which set out the consultation feedback and recommended

changes to the Church End Growth Area Masterplan Supplementary Planning Document (CEGA Masterplan SPD).

In introducing the report, Cabinet was reminded of the context within which the CEGA Masterplan SPD had been developed following the adoption of Brent's Local Plan (2019-2041) in February 2022. In setting out the vision and policies for development in the borough, the Plan had included the establishment of eight growth areas, including Church End, with the Masterplan SPD designed to set out the vision and objectives to promote mixed use regeneration of the growth areas alongside an urban design framework and planning policy framework.

Cabinet noted that the CEGA Masterplan SPD had therefore been developed to provide a long term, ambitious and comprehensive plan to secure new housing and infrastructure along with economic revitalisation of the local centre as well as active travel, environmental and public realm improvements. These had been designed to maximise opportunities and wellbeing for local residents, businesses and communities including the provision of education, health, cultural, community, open space and play facilities.

In considering the report, members commended the extensive nature of the community engagement process undertaken to inform development of the Masterplan SPD which it was noted had involved a wide range of partners and stakeholders. In noting the positive outcome of the consultation and engagement process members were advised of the significant level of challenge also provided, with the process seen as a blueprint for future engagement on the development of other growth areas and key in terms of ensuring the delivery of positive outcomes based on views expressed locally. Members were pleased to note the positive response provided around the need to improve the supply of affordable housing and youth provision, with Cabinet also keen to highlight the benefits which it was felt the West London Orbital rail scheme would have as part of the approach with regard to improving connectivity and encouraging wider economic regeneration and prosperity across the area.

Having thanked those members, officers and stakeholders involved in development of the CEGA Masterplan SPD Cabinet **RESOLVED**, having considered the consultation feedback, officer considerations and recommended changes to the Masterplan SPD to approve the Church End Growth Area Masterplan Supplementary Planning Document for adoption.

## 8. **Community Led Housing in Brent**

Councillor Knight (Cabinet Member for Housing, Homelessness & Renters Security) presented a report that updated Cabinet on progress achieved following a recommendation made as part of a 2018 scrutiny review on Affordable Housing for the Council to explore Community Led Housing (CLH) as an avenue of affordable housing delivery, specifically centred around resident co-production.

In considering the report, members were advised that in seeking to explore the use of CLH the Council had identified a potential option to work with an established group Brent Community Land Trust (BCLT) who had already formed and expressed a commitment to deliver this type of housing scheme. This had subsequently led to

the identification of a potential site on Brentfield Road to take forward for the purpose of delivering the first CLH scheme in Brent through BCLT.

Recognising the need to consider all available options for the delivery of affordable housing across the borough, given the increasing demand for housing and ongoing impact of the cost-of-living crisis, Cabinet welcomed the approach outlined which it was felt also demonstrated the Council's ambition to enhance community involvement in addressing the housing crisis. As an initial pilot members advised they were keen to learn and develop best practice given the different routes into CLH. Cabinet was assured that whilst BCLT were currently the only group who had approached the Council in support of this ambition, that would not preclude encouragement or support being provided for other community groups looking for similar opportunities to lead on future schemes, should they come forward.

In concluding, members also took the opportunity to thank Crisis, who it was recognised had been integral in supporting BCLT throughout the CLH process. Having considered the report, Cabinet **RESOLVED**:

- (1) To agree to ring-fence the Brentfield Road site, set out in Appendix 1 of the report, for Brent Community Land Trust for the purpose of Community Led Housing and commit to issuing a letter of intent confirming this arrangement.
- (2) To agree to the principal of the Council entering into a lease agreement for nil value for the land at the Brentfield Road Site, outlined in Appendix 1 of the report, subject to the following criteria being met;
  - (a) That Brent Community Land Trust had been granted planning permission for the proposed development on the site.
  - (b) That Brent Community Land Trust had secured funding for the proposed development.
  - (c) That Brent Community Land Trust could evidence the scheme's financial viability.
  - (d) That Brent Community Land Trust produced and delivered a plan for co-production with residents living on the existing estate and ensured residents were represented throughout their decision making process, including presence on their Board.

It was noted that Cabinet approval would be sought ahead of the lease being entered into.

- (3) To agree the Brentfield Road Site will be ring-fenced for 12-months only from the date of the letter of intent being issued to allow the Brent Community Land Trust to seek planning and carry out a viability assessment, and if the criteria in (2) above have not been achieved, a follow up report will be bought to Cabinet to determine whether the site will continue to be ringfenced for CLH with Brent Community Land Trust.

## 9. **Award of Contracts for Enforcement and Collection Agent Services**

Councillor Donnelly-Jackson (Cabinet Member for Customers, Communities & Culture) introduced a report seeking approval to the award contracts for the provision of Debt Resolution and Collection services.

In considering the report Cabinet noted the outline of the procurement approach adopted in relation to each separate contract, which it was confirmed had included assessment against a range of additional social value considerations as well as an ongoing commitment from the recommended enforcement agents to work in accordance with the Council's Ethical Debt Recovery Policy.

In supporting the approach identified within each contract in relation to the continued support being provided for residents struggling with debt, Cabinet **RESOLVED** having noted the exempt information contained in Appendix 2 of the report:

- (1) To approve the award of the concession contracts for the provision of the Debt Resolution Services to the following three Enforcement Agent companies for a period of four (4) years:
  - (i) Newlyn PLC
  - (ii) Marston (Holdings) Ltd
  - (iii) CDER Group Ltd
- (2) To approve an exemption pursuant to Contract Standing Order 84(a) of the requirement to tender a contract for Debt Resolution Services with Newham LBC's oneSource service for the reasons set out in paragraphs 3.10 - 3.12 of the report.
- (3) To approve the award of a concession contract for the provision of Debt Resolution Services with Newham LBC's oneSource service for a period of four (4) years.

10. **Authority to tender contract to design, build, operate and maintain the South Kilburn District Heat Network**

Councillor Mili Patel (Deputy Leader & Cabinet Member for Finance, Resources & Reform) presented a report seeking approval to invite tenders in respect of a contract to design, build, operate and maintain a District Heat Network in South Kilburn.

In highlighting the benefits of the proposal, Cabinet was advised that the heat network aimed to initially provide low carbon heat but ultimately aimed to provide zero carbon heat to developments in South Kilburn which formed part of the South Kilburn Regeneration Programme. Members noted that use of a District Heat Network was in line with GLA policy and Brent's Local Plan and designed to provide local residents with access to affordable low carbon heat managed through the Council. This would include the Council maintaining control in terms of setting the heat tariff for the network, procurement of fuel through a favourably priced public sector buying process and also in terms of billing, with users also maintaining full control over their individual systems in terms of time and temperature control.

In noting the estimated value of the capital expenditure in relation to the initial planned lifespan of the network, as detailed in section 5 of the report, members were advised this would be supported through a programme of s106 contributions and prudential borrowing alongside grant funding of £4.7m secured through the Green Heat Network Fund designed to support construction costs for the network as well as an additional £0.45m to support procurement costs.

In welcoming the progress made, Cabinet was keen to recognise the efforts of all those involved and commitment (working collectively with the GLA in terms of delivery) which it was felt the project represented in meeting the Council's aspiration to achieve net zero by 2030 as well as in addressing the climate emergency and securing the long-term sustainability of the South Kilburn regeneration programme.

Having thanked all those involved, Cabinet **RESOLVED**:

- (1) To approve inviting tenders to design, build, operate and maintain the South Kilburn Heat Network on the basis of the pre-tender considerations set out in paragraph 3.11 of the report.
- (2) To approve officers evaluating the tenders referred to in (1) above on the basis of the evaluation criteria set out in paragraph 3.11 of the report.
- (3) To note the award of a grant of £4.7m from the Green Heat Network Fund was to be applied towards the costs of constructing the district heat network and £0.45m towards the council's costs to procure the network.
- (4) To note that the project utilised s106 funds specifically allocated as set out in paragraph 5.4 of the report.
- (5) To approve the allocation of an estimated £5.3m from prudential borrowing to fund the remainder of the scheme.

#### 11. **Brent Residential Children's Care Home Outline Project Business Case**

Councillor Grahl (Cabinet Member for Children, Young People & Schools) introduced a report detailing the outline project business case for provision of a residential children's care home in Brent, following the successful application for capital funding from the Department for Education (DfE) Children's Home Capital Programme.

In considering the report, members noted the extent of the current cost and social care pressures and challenges being experienced by local authorities in securing local residential placements for children and young people in support of the business case identified. The proposal identified had therefore been designed to deliver a four-bed residential step-down home within Brent for Looked After adolescents with social, emotional and behavioural needs and alongside the social care benefits identified would also be expected to deliver significant annual cost avoidance savings against the children's placement budget.

In welcoming the basis of the proposal. Members were keen to recognise not only the financial impact and efficiencies identified in terms of placement costs but also

the wider social benefits and improved outcomes that local care home provision would deliver for young people in terms of access to local services, networks and support in helping their transition towards more independent living.

In recognising and supporting the benefits identified alongside the successful application for matched capital funding awarded through the Department of Education (DfE) Children's Home Capital Programme Cabinet **RESOLVED:**

- (1) To approve the Brent Residential Children's Care Home outline project business case.
- (2) To approve the delegation of authority to approve the final capital project budget, project objectives and proposed savings and the operation of the care home to the Corporate Director, Children and Young People in consultation with the Corporate Director, Finance and Resources and the Cabinet Member for Children, Young People and Schools.

## 12. **Post-16 Skills Resource Centre**

Councillor Grahl (Cabinet Member for Children, Young People & Schools) introduced the report detailing a proposal for the development of a Post-16 Skills Resource Centre for young people and young adults with special educational needs.

In introducing the report, members were advised that the Resource Centre had been outlined in the School Place Planning Strategy 2019-23 refresh, approved by Cabinet in November 2021 and also included within the local partnership SEND Strategy 2021-25. The intended approach was for the Resource Centre to operate from two sites one located in Welsh Harp Centre, which it was intended to develop to provide a horticultural facility with work experience and volunteering opportunities and the second based in the new facilities to be provided on the Airco Close site in Kingsbury offering a creative and cultural skills and independent living centre alongside an expansion of the special school provision.

In highlighting their support for the proposals, Cabinet recognised the way in which they had been designed to address the increasing need for in-borough provision for young people with SEND and complex learning difficulties aligned with local priorities in the 2023-27 Borough Plan, Brent SEND Strategy, Youth Strategy and Health & Wellbeing Strategy. Cabinet also commended the way the proposals had been co-produced working with young people, parents and carers and developed in consultation with the local community and with the support of ward councillors. Having noted the benefits of the access which the Centre would provide to a range of support services and skills, as detailed in section 3.7 and 3.8 of the report, particularly in relation to enterprise, employment, education and training opportunities, Cabinet were keen to recognise the positive impacts these would have in addressing levels of need identified and also in improving outcomes for older children and young people in terms of being able to successfully transition from adolescence to adulthood and in being able to work and live independently as active members of the community.

As a result, Cabinet **RESOLVED:**

- (1) To approve the development of the Welsh Harp Centre for a Post-16 Skills Centre as detailed in this report, on the basis of the funding model to meet the Welsh Harp Centre revenue costs as detailed in Section 4 of the report, recognising the invest to save benefits of the proposal.
- (2) To agree that the £3m capital cost for the Welsh Harp project was funded from the High Needs Capital Grant.
- (3) To agree to delegate authority to the Corporate Director, Children and Young People, in consultation with the Cabinet Member for Children, Young People and Schools to approve the Capital Project Business Case.
- (4) To agree in principle to the proposal to develop the Airco Close site for both special school provision and the Post-16 Skills Resource Centre. This was subject to discussions with the Compass Learning Partnership and the London Regional Director for Education regarding satellite special school provision on the Airco Close site.
- (5) To note that officers would return to Cabinet with a detailed business case for the Airco Close development proposal based on the outcome of feasibility work for the Post-16 Skills Resource Centre and special school provision.

13. **Exclusion of Press and Public**

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

14. **Any other urgent business**

None.

The meeting ended at 10.30 am

COUNCILLOR MUHAMMED BUTT  
Chair