



# Brent

## Cabinet

**Tuesday 7 April 2026 at 10.00 am**

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

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

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

### Membership:

**Lead Member  
Councillors:**

**Portfolio**

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

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

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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**

**1 Apologies for Absence**

**2 Declarations of Interest**

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

**3 Minutes of the Previous Meeting**

To approve the minutes of the previous Cabinet meeting held on Monday 9 March 2026 as a correct record. 1 - 14

(Agenda republished to include the attached minutes on 1 April 2026)

**4 Matters Arising (if any)**

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

**5 Petitions (if any)**

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)**

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

**Resident & Housing Services reports**

**7 Approval to increase supply for temporary accommodation** 15 - 32

This report seeks Cabinet approval to adopt a strategic approach to increasing the supply of Temporary Accommodation through long-term leasing arrangements (10 years or more) with private sector housing providers delivering new and refurbished accommodation at affordable rental terms along with delegated authority for officers to negotiate and enter into individual lease agreements in support of the Council's

Temporary Accommodation strategy.

**Ward Affected:**  
All Wards

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

**Contact Officer:** Denish Patel, Head of Property  
Tel:020 8937 2529

Email: [denish.patel@brent.gov.uk](mailto:denish.patel@brent.gov.uk)

## Service Strategy & Reform reports

### 8 Approval to establish an inter authority agreement with Harrow Council for the provision of telecare services for vulnerable people and their carers 33 - 42

This report sets out proposals for working with the London Borough of Harrow for the provision of telecare services for vulnerable people and their carers and seeks approval to enter into an Inter Authority Agreement (Partnership) for provision of the service.

**Ward Affected:**  
All Wards

**Lead Member:** Cabinet Member for Adult Social Care, Public Health and Leisure (Councillor Neil Nerva)

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

Tel:0208 937 4132

Email: [Edwin.mensah@brent.gov.uk](mailto:Edwin.mensah@brent.gov.uk)

### 9 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: Approval to increase supply of Temporary Accommodation (Appendix 1 – Financial Appraisal)

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).

### 10 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 1 June 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](#)

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## LONDON BOROUGH OF BRENT

### MINUTES OF THE CABINET

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

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

Also present: Andrew Hudson (Chair of the i4b & First Wave Housing Ltd Board)

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

Apologies for absence were received from Kim Wright (Chief Executive) with Minesh Patel (Corporate Director Finance & Resources) acting as her representative and Rachel Crossley (Corporate Director Service Reform & Strategy) with Rhodri Rowlands (Director of Strategic Commissioning Capacity Building & Engagement) attending as her 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 9 February 2026 be approved as a correct record of the meeting.

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

None identified.

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

##### 5.1 **Lighting at Tiverton Green**

Councillor Muhammed Butt (as Leader of the Council) welcomed Alison Durant (as a local resident and lead petitioner) to the meeting, who he advised was attending to present a petition regarding Lighting at Tiverton Green.

In thanking the Leader of the Council for the opportunity to present the petition, Alison Durant explained that Tiverton Green was a green space in the Queens Park area, directly south of Queens Park Community School, which included a range of outdoor leisure facilities as well as a children's play area and was a well-used space providing a convenient access route for residents in the neighbourhood and for pupils attending the local school.

In outlining the concerns being raised within the petition, Alison Durant advised that whilst the space was accessible at all hours it was unlit, meaning access was in darkness overnight and in evenings during the winter months. In highlighting her personal experience, members were advised that this had led to concerns being raised by parents, children and the local community in relation to safety by those seeking to use the space once daylight faded, with specific examples provided in relation to the impact on school pupils using the space as a route home after school. As a result of the concerns highlighted and following discussion with Councillor Nerva (as a local ward councillor) she had therefore started the petition seeking the installation of lighting on paths across the Green. This had resulted in a total of 548 signatures being obtained in support, demonstrating what she felt to be the strong desire across the local community for the lighting issue to be addressed.

In outlining the basis for the support identified, Alison Durant highlighted that lighting made people feel safe which would subsequently result in more people using the Green and lead, as a wider benefit, to improvements in the health and wellbeing of the community. It was also pointed out that a number of the pathways across the Green did not benefit from adjacent street lighting.

Whilst advocating for improved lighting, however, the petitioners had also recognised the associated cost implications as well as the need to consider the impact of lighting on the surrounding ecology and wildlife. As a result, she advised that petitioners had been working with a lighting consultant who had identified the potential for a lighting scheme that, whilst cost effective, would also be sympathetic to the ecology and wildlife of the surrounding Green on which they were keen to continue working with the Council, in order to explore available options.

In summarising, Alison Durant advised members that the petitioners were therefore seeking to advocate for the provision of suitable, considerate lighting that would benefit the local community as well as school pupils in being able to safely access and use the Green after dark in a way that was also cost effective and appropriate for the ecology of the area. In welcoming the discussions already undertaken with councillors and Council officers, it was also suggested that the implementation of lighting in the park could be used as a best practice case study for other local public spaces looking to introduce similar lighting schemes in the future.

The Leader then invited Councillor Nerva to speak (as a local Queens Park ward councillor) who thanked Alison Durant for her efforts to coordinate the petition along with all those who had signed to express their support on the issue. In welcoming the practical work already underway in response to the petition, Councillor Nerva also highlighted the wider links and benefits the proposal would support in terms of the focus on active wellbeing by maximising use of the open space at all times of the day. In concluding, whilst recognising the need to work within the resources available Councillor Nerva advised he was encouraged by the work already undertaken with the local authority to see what could be achieved in an innovative way.

As a further contribution, Councillor Mili Patel also spoke on behalf of local Harlesden & Kensal Green ward councillors to thank the petitioners for their presentation and work undertaken with local ward councillors from across the area in seeking a practical way forward. Highlighting the work undertaken to deliver

improved lighting in Roundwood Park, she felt a similar outcome should also be possible at Tiverton Green recognising the need for an innovative and cost-effective solution that would also strike the right balance between environmental and safety considerations.

In thanking other members for their contributions, the Leader then invited Councillor Krupa Sheth (as Cabinet Member for Public Realm and Enforcement) to provide a formal response to the petition. Having thanked Alison Durant for attending Cabinet to ensure the views of residents were represented, Councillor Krupa Sheth felt it important to start by recognising the value of the borough's parks and green spaces to residents, including the ability to use them safely after dark. She assured the petitioners that issues around personal safety, particularly for women and girls, were a key concern in designing public spaces, acknowledging the importance in everyone being able to feel safe when using these spaces, including once daylighted had faded.

Highlighting the important role which it was recognised well designed lighting would play as part of the process in illuminating key pathways, improving visibility, and increasing confidence for those walking through or using the park in the evening, the need to ensure this was carefully planned to ensure it would not negatively affect the natural environment, local wildlife, or the character of the green space that residents valued was also recognised as a key consideration.

In response, to the work already undertaken to understand the specific issues and areas across the Green where residents felt lighting may be most beneficial Councillor Krupa Sheth advised that officers would now be undertaking a scoping exercise to explore potential options in terms of the most appropriate type of lighting and costs involved with any potential scheme needing to ensure that the solution was affordable, adaptable, appropriately subtle, and sympathetic to the park's ecology and natural surroundings. Subject to these conditions being met and resources identified as available, it was felt a positive way forward could be developed that would not only improve access and confidence in using the park but also preserve its character. In summing up, Councillor Krupa Sheth once again thanked Alison Durant and the petitioners for highlighting the issue and for the constructive work undertaken with officers to explore what may be possible.

As a final contribution and in summing up, Councillor Muhammed Butt (as Leader of the Council) also took the opportunity to thank Alison Durant for attending the meeting to present the petition, confirming that the Council remained committed to working with residents in order to achieve a positive outcome for the local community.

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

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

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

NOTED the change in order of business on the agenda with Councillor Muhammed Butt (as Leader of the Council) advising that Agenda Item 8 (Membership of i4B Holdings Ltd and First Wave Housing Ltd Boards), Agenda Item 9 (i4B Holdings Ltd

Business Plan 2026-27) and Agenda Item 10 (First Wave Housing Ltd Business Plan 2026-27) would be considered in advance of the remainder of the agenda due to Andrew Hudson (Chair of the i4b & FWH Boards Ltd being in attendance for the consideration of those items.

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

## 8. **Membership of the i4B Holdings Ltd and First Wave Housing Ltd Boards**

Prior to considering the report, Councillor Muhammed Butt (as Leader of the Council) welcomed Andrew Hudson (as Chair of the i4B & FWH Ltd Boards) to the meeting who was invited to comment on the proposals within the report. In addressing Cabinet, Andrew Hudson highlighted the support expressed by both Boards in relation to the proposed appointment being recommended as a means of ensuring they continued to benefit from the necessary expertise and oversight required to guide them moving forward.

Having thanked Andrew Hudson for his comments, the Leader then invited Councillor Donnelly-Jackson (as Cabinet Member for Housing) to introduce the accompanying report from the Corporate Director Finance and Resources recommending the appointment of a new Director to the Board of the Council's two wholly owned housing companies, i4B Holdings Ltd (i4B) and First Wave Housing Ltd (FWH).

In introducing the report, Councillor Donnelly-Jackson advised that approval was being sought to the appointment of Jonathan Kay (Brent Council's Head of Regeneration) as a Director of both i4B Holdings Ltd and First Wave Housing Ltd for a period of three years, following Sadie East having stepped down from the role and left the Council at the end of January 2026. Before outlining the basis of the proposed appointment, the opportunity was taken to place on record the Council's sincere thanks to Sadie East for the important contribution made to the governance and development of both companies during her time as a Director and her role in helping to strengthen the oversight and direction of both organisations as a key element in Brent's housing response.

Highlighting the central role i4B and First Wave Housing played in supporting the Council's approach towards tackling the ongoing housing crisis through the provision of good quality and secure homes and reduced reliance on expensive nightly accommodation, the importance in ensuring that the operation of both Boards remained subject to strong governance and leadership was outlined as a key priority. It was in this respect Councillor Donnelly-Jackson advised she was pleased to be able to recommend the appointment of Jonathan Kay to fill the vacancy created following Sadie East's departure as a means of ensuring that both boards continued to benefit from the expertise required as efforts were made to continue expanding and strengthening the contribution both companies made to supporting Brent residents.

Having noted the comments and support expressed for the appointment, Cabinet **RESOLVED:**

- (1) To note that Sadie East had stood down as Director of i4B and FWH as of 31 January 2026 with Cabinet taking the opportunity to acknowledge and thank her for the contribution made to the operation of both Boards.
- (2) To approve the appointment of Jonathan Kay as a director of i4B and FWH for a period of three years effective from 16 March 2026.

## 9. **i4B Holdings Ltd Business Plan 2026/27**

Prior to consideration of the report, Councillor Muhammed Butt (as Leader of the Council) again welcomed and invited Andrew Hudson (as Chair of both the i4B Holdings Ltd and First Wave Housing Ltd Boards) to introduce the key themes and strategic priorities within the 2026-27 Business Plans for both i4B & FWH Ltd.

In focussing on key areas of activity moving forward, Andrew Hudson began by highlighting the work being undertaken to improve operational performance in relation to voids and rent collection as well as to monitor and improve results relating to tenant satisfaction alongside work to address concerns around the tenant experience in some areas linked to issues such as anti-social behaviour.

In terms of strategic priorities, he advised members of the more streamlined approach being adopted in relation to the focus on key objectives relating to Tenant Satisfaction and operational performance in relation to voids and rent collection alongside work in seeking to maximise the Boards contribution to the Council's wider priorities, with a specific focus in supporting the work being undertaken to tackle the demand for housing. This included work being undertaken to identify workstreams over the coming year aimed at increasing the level of stock involving which included a wide range of options such as utilisation of commercial property (supported through grant provision available to Register Providers) and support for the delivery of Supported Exempt Accommodation through FWH Housing Ltd.

Having thanked Andrew Hudson for his opening comments, the Leader then invited Councillor Donnelly-Jackson (as Cabinet Member for Housing) to introduce the report on the agenda detailing the final draft of the i4B Holdings Ltd 2026-27 Business Plan and revised Service Level Agreement for consideration and approval on behalf of the Council as Shareholder.

In presenting the report, Councillor Donnelly-Jackson highlighted the continued scale and challenges in addressing the level of housing need facing Brent and the important role played by i4B in providing stable, good quality accommodation for families who might otherwise be placed in expensive and unsuitable temporary housing along with the innovative and practical nature of i4B as one of the means established to support residents and manage the financial pressures faced by the Council. Members were advised that since its creation the company had enabled Brent to purchase and manage homes providing stable, good-quality accommodation for access by those who might otherwise have been placed in more expensive and unsuitable temporary housing, not only securing better outcomes for residents but also reducing long-term costs to the Council. As a result, members noted that the Business Plan had been designed to ensure the company continued to operate on a strong financial footing whilst maintaining a clear focus on delivering safe, secure and well-managed homes with the updated Service Level Agreement designed to further strengthen accountability and

performance monitoring ensuring the company was able to continue delivering high standards of management and support for tenants.

In considering the report, Cabinet recognised and welcomed the role played by i4B as a key part of the Council's wider housing response to increase the supply of good quality affordable housing and support tenants, aligned with the Council's strategic objectives in terms of seeking to address homelessness and reduce reliance on more expensive Temporary Accommodation. Having noting the update provided within the report in relation to operational performance, Cabinet also welcomed the ongoing focussed by the Board in seeking to address the key operational issues identified in relation to voids, rent collection and repairs alongside the work focussed around tenant satisfaction and experience given the role of i4B in support of the Council's ongoing efforts to tackle the housing emergency in a way that combined sound financial management with the commitment to providing homes that residents deserved.

Having thanked the Board for their work and Andrew Hudson for his comments and presentation of the Business Plan Cabinet, having recognised the challenges outlined and current performance, welcomed the approach adopted in relation to the strategic priorities identified by i4B and **RESOLVED** (noting the exempt information contained within the appendices of the report):

- (1) To approve the 2026-27 i4B Holdings Ltd Business Plan and financial model as Shareholder of the Company.
- (2) To approve the 2026-27 Service Level Agreement between i4B Holdings Ltd and the Council.
- (3) To delegate authority for the Corporate Director of Finance and Resources to approve the terms for the enforcement of key performance indicators in relevant SLAs to allow the i4B Board to implement.

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

Councillor Donnelly Jackson (as Cabinet Member for Housing) then moved on to introduce the report, providing Cabinet with the final draft of the First Wave Housing Ltd (FWH) 2026-27 Business Plan along with details of the revised Service Level Agreement with the Council for consideration and approval on behalf of the Guarantor.

In presenting the report, Cabinet once again were advised of the key role played by First Wave Housing in Bent's approach towards tackling the housing crisis, given the significant portfolio of homes managed across the borough which provided safe, secure, stable and affordable accommodation for residents and their families. Whilst recognising the challenging context in which the company continued to operate, with sustained homelessness pressures and increasing demand for affordable housing across London and in Brent, the Business Plan and updated Service Level Agreement were welcomed as a means of ensuring the company remained able to continue fulfilling its role in a well governed, financially sustainable way focused on delivering high standards of housing management and positive outcomes for residents. Support was also expressed for the way in which organisations such as First Wave Housing were able to ensure the Council was

able to retain and manage housing assets providing long-term affordable homes for residents, while helping to reduce reliance on the private rented sector with specific reference also made to the support being provided through FWH towards the provision of Supported Exempt Accommodation, which was also welcomed as a means of delivering positive outcomes for Brent residents.

The Board were thanked for their work and support in this respect given the wider challenges outlined and positive impact for those families in housing need being offered accommodation as a result especially those with children & young people, care experienced young people and residents in supported living arrangements (now being made available through Support Exempt Accommodation). The Business Plan and work of both companies was also welcomed from a regeneration and planning perspective, given the importance in ensuring a strong supply of well managed and genuinely affordable homes was maintained in supporting inclusive growth and successful regeneration across the borough with i4B and FWH recognised as forming part of that wider ecosystem.

Having noted the introductory comments made by Andrew Hudson (as Chair of the i4B and First Wave Housing (FWH) Ltd Boards) under the previous item including the focus of FWH Ltd (working with the Council) in seeking to maximise opportunities identified through its status as a Registered Provider in contributing towards the supply of affordable housing across the borough, Cabinet **RESOLVED** having also noted the current performance and strategic priorities outlined in relation to FWH along with the exempt information contained within the appendices of the report:

- (1) To approve the 2026-27 First Wave Housing Ltd Business Plan and financial model as Guarantor of the Company.
- (2) To approve the 2026-27 Service Level Agreement between First Wave Housing Ltd and the Council.
- (3) To delegate authority for the Corporate Director of Finance and Resources to agree the terms for the enforcement of key performance indicators in relevant SLAs to allow the FWH Board to implement.

## 11. **Crisis & Resilience Fund**

Councillor Knight (as Cabinet Member for Customer Experience, Resident Support and Culture) introduced a report from the Corporate Director Residents & Housing Services setting out the Council's proposed approach to the use and allocation of the Crisis and Resilience Fund (CRF), which had been established to replace the Household Support Fund (HSF) and Discretionary Housing Payments (DHP) from 1 April 2026.

In presenting the report, Councillor Knight began by advising members of the background to the establishment of the Crisis and Resilience Fund with Brent's allocation for 2026-27 totalling £7.8m, representing an increase of £1.3m (19%) on previous funding. Recognising the benefits of the funding provided in enabling the Council to combine the provision of immediate assistance with longer term work to build financial resilience, members noted the way in which use of the funding had been designed to support residents across key areas of identified need. This

included the proposed allocation of over £1.6m for Discretionary Housing Payments alongside £100,000 for homelessness prevention (aligned with the Preventing Homelessness Programme) and the investment of £1.56m in the Resident Support Fund (building on the support provided for 2,220 Brent residents last year) with £2.18m also committed for Free School Meals holiday vouchers. The opportunity was also taken to highlight how the allocation of funding was being used to support preventative measures aimed at ensuring residents avoided falling into difficulties, involving the continued support of partners such as Sufra through the allocation of £400,000 for the New Horizon Centre and ongoing backing for Citizens Advice Brent, local debt advice services and the Credit Union in an effort to tackle high-cost debt and support families back to stability.

In welcoming the report, and uplift in allocation of funding identified, members expressed support for the shift in national policy towards strengthening resilience alongside crisis response, enabling councils to invest in preventative, early-intervention approaches in a way that was designed to reduce future demand for emergency support. This approach was felt to strongly align with Brent's existing delivery model, building on the established work of the Council's community hubs, community wellbeing service and the Council's commitment to accessible neighbourhood support, with specific support expressed for the focus on the four key strands outlined in the supporting guidance: crisis support, housing-related support, resilience, and prevention. In terms of Housing-related support, members commended the targeted approach towards early intervention for residents at risk of homelessness, including assistance with rent arrears, deposits, and other housing-related costs alongside tenancy sustainment advice and advocacy. Reference was also made to the new Housing Payment Policy due to be introduced from 1 April 2026 (in order to replace the previous DHP policy) with the aim of aligning housing-related financial support with the Council's wider homelessness prevention objectives.

Support was also expressed for the proposed use of the CRF to continue providing Free School Meal (FSM) vouchers to eligible children during school holidays as a means of not only addressing child poverty but also in seeking to alleviate food insecurity and reduce household financial pressures. The allocation of funding to provide targeted support for residents with immigration-related needs, including those in need with No Recourse to Public Funds (NRPF) was also welcomed in an effort to build a more equitable borough and ensure that vulnerable individuals and families, including those with serious health conditions or children at risk, could continue to access essential household support, advice, and guidance, in line with the CRF principles.

Members were also keen to recognise the way in which the proposed used of the Fund had been designed to reflect the Council's ongoing commitment to supporting residents through both immediate pressures and the longer-term challenges faced, with the emphasis on practical early intervention and prevention together with the intention to retain flexibility within the scheme criteria so that support could continue to respond to local need across the lifetime of the fund. Members noted this would also involve close work with voluntary and community partners in order to provide a more coherent, preventative offer and timely support aimed at addressing and seeking to reduce wider structural inequalities and help residents feel more secure and better able to thrive.

In also taking the opportunity to reflect on the recent Covid National Day of Reflection in remembering those who had lost their lives during the pandemic and honouring the work of those involved in providing the initial and subsequent response (which it was noted had included delivery of the Household Support Fund) Cabinet **RESOLVED**:

- (1) To note the confirmation that Brent Council would receive a grant of £7.8m from the Crisis and Resilience Fund (CRF) that was strictly ring-fenced and could only be used for the purposes set out within the fund to support households and communities experiencing financial hardship.
- (2) To approve the proposed approach for allocating and distributing the CRF as set out in paragraphs 7.0 – 7.24 of the report.
- (3) To note and approve that the Corporate Director for Residents & Housing Services in consultation with the Cabinet Member for Customer Experience, Resident Support and Culture would establish such detailed criteria as may be necessary to enable appropriate allocation of funding in accordance with (2) above and thereafter amend the eligibility criteria during the life time of this scheme. if necessary, for the reasons detailed in the report.

## 12. **Procurement Strategy**

Councillor Rubin (as Cabinet Member for Climate Action and Community Power) introduced a report from the Corporate Director Service Reform and Strategy seeking approval for Brent's new Procurement Strategy 2026-2030 setting out the guiding principles and priorities for procurement activity in Brent, and how the Council would use its spending power to deliver value for Brent's residents and communities.

In presenting the report, Councillor Rubin advised that the strategy recognised the importance of procurement not simply as a transactional exercise but as a means of using the Council's spending power to deliver not only value of money but also wider benefits for residents and communities including the support of community wealth building and strengthening of local supply chains to ensure that businesses benefiting from public contracts were also positively contributing to the borough.

In highlighting the three core pillars around which the strategy had been built as community wealth building, effective contract management and strengthening the Council's commercial capability, members were also advised of the specific emphasis also being placed on the role of procurement in supporting local supply chains, fair employment practices and environmental sustainability in order to ensure public finances were being utilised as effectively and responsibly as possible given the current financial pressures being experienced.

In welcoming and supporting the wider approach underpinning the strategy in terms the delivery of social value and community wealth building, members were also keen to recognise the way it had been designed to respond to the feedback and recommendations within the LGA's Corporate Peer Challenge relating to development of the Council's commissioning, procurement and contract management arrangements enabling the authority to take a more strategic, market aware and forward thinking approach in seeking to drive efficiencies and deliver

value for residents alongside broader social, environmental and economic benefits. Support was also expressed for the way in which the Strategy had been designed to embed the Council's Good Work Standard as well as support the development of further opportunities to build on and strengthen fair employment and business practices whilst also seeking to deliver broader social value and increase local economic participation and resilience, working in partnership with local suppliers, SMEs, the Voluntary & Community Sector and social enterprises as part of the circular economy to strengthen local communities and support wider community cohesion and inclusive growth.

The Strategy was also welcomed from a regeneration perspective, with members noting the importance in ensuring that the contractors and partners involved in the delivery of major development projects across the borough were able to deliver real benefits for local people through jobs, apprenticeships, local supply chains and sustainable development in order to ensure that regeneration in Brent remained inclusive and continued to deliver lasting value for residents. Members also commended the support embedded within the strategy towards the Council's wider environmental and sustainability objectives including use of supply chains to deliver goods and services in low carbon and environmentally sustainable ways, reducing waste and promoting biodiversity and in support of the Council's wider strategic priorities and National Procurement Strategy.

In thanking all those involved for their work in development of the strategy as a means of ensuring the Council's approach towards procurement not only delivered value for money, but was also able to support inclusive growth, responsible business and strengthen local communities, members were also keen to recognise the alignment with the Procurement Improvement Programme and way in which the strategy had been designed to reflect wider changes and challenges within the local economy. In welcoming the focus on place and people as well as commercial capability, capacity and the promotion of a vibrant and inclusive local economy, members felt the strategy provided a strong and transparent foundation on which to build. Having noted the commitment towards maintaining the necessary oversight and monitoring of the approach towards the strategy's ongoing development and delivery, Cabinet therefore **RESOLVED** to approve the Procurement Strategy 2026 – 2030 as detailed within the report.

### 13. **Q3 Corporate Performance Report 2025-26**

Councillor Rubin (as Cabinet Member for Climate Action and Community Power) introduced a report from the Corporate Director of Service Reform & Strategy, which provided Cabinet with an overview of corporate performance in Quarter 3 2025-26.

In presenting the report, Cabinet noted that the performance monitoring update provided a detailed assessment against the full suite of Key Performance Indicators developed to monitor delivery of the desired outcomes and corporate priorities within the Borough Plan 2023-2027. In terms of a brief overview, members attention was drawn to the 60 Borough Plan key indicators included within the performance scorecard of which 52% had been identified as green (on or above target) demonstrating what was felt to represent progress and a stable performance culture designed to deliver real improvements for residents.

In recognising the efforts outlined within the report to focus on performance in the delivery of key services and priorities within the context of the wider financial and demand led challenges faced by services across the Council, specific reference was made to the positive performance achieved over the latest monitoring period in relation to a number of targets. These included a number of areas of progress, particularly in relation to climate action, including the reduction of the Council's own carbon emissions by more than 70% since 2010, expanded recycling services, proportion of borough schools with a School Street scheme and performance in relation to the investigation and enforcement against fly-tipping, supported through the Don't Mess with Brent campaign.

Whilst keen to acknowledge the achievements and overall direction of travel outlined, it was also recognised that there were areas in which the need for improvement had been identified with the Council committed to addressing these challenges having also noted the continuing pressures facing key services, particularly in relation to housing and social care, and the need to keep strategic risks and remedial actions under review.

In considering the report, members welcomed the performance data provided as a means of providing a clear foundation for action and as a basis for the effective targeting of resources and focus for improvement of services. Highlighting the open and transparent nature of the report and opportunity provided to ensure work continued to be undertaken jointly by Cabinet Members with their relevant Corporate Directors in seeking to manage delivery of the highest standards of service, whilst also seeking to mitigate against the financial challenges and strategic risks identified as part of the overall approach towards supporting local residents and in support of the priorities within the Borough Plan, Cabinet **RESOLVED:**

- (1) To note the Borough Plan 2025-26 performance reporting for Q3 as set out in section 3 and Appendix A of the report.
- (2) To note the current and future strategic risks associated with the information provided and agree the remedial actions on strategic risks identified as appropriate alongside the challenge on progress being provided with responsible officers as necessary.

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

Councillor Nerva (as Cabinet Member for Adult Social Care, Public Health and Leisure) introduced a report from the Corporate Director Service Reform and Strategy seeking approval to the direct award of a contract for Brent's Children's Public Health Services (0-19 years), including health visiting, school nursing, the nationally mandated Healthy Child Programme and the child weight management service for children aged 0-5 years.

In introducing the report, Councillor Nerva highlighted the importance of the service as a vital early intervention and prevention offer supporting families from pregnancy through the school years delivered through Family Wellbeing Centres covering health visiting, school nursing, the nationally mandated Healthy Child Programme, plus locally specified services. In terms of the recommended award of contract,

members were advised the proposal involved a direct award to Central London Community Healthcare NHS Trust, as the existing provider, with members advised of their strong and improved performance based on the scale of service provided across Brent, where it was noted that around 3,500 babies were born each year and child health review contact rates up to age five reflected significant improvement between 90% and 98%. The scale of this reach was identified as important in terms of identifying issues at an early stage and in supporting the continued provision of targeted care.

In support of the approach outlined, members were also advised of the targeted work undertaken by the service in seeking to tackle inequalities. Alongside the universal offer, this included targeted programmes for families facing the greatest challenges such as the MECSH (Maternal Early Childhood Sustained Home-visiting) programme, which provided sustained home visiting for mothers and babies designed to improve school readiness and child development with Brent recognised as one of only two local authorities in the UK delivering the Infant 2 School pathway.

In recognising the way in which the award of contract would also provide time to review the service in light of wider changes within the NHS and neighbourhood working arrangements, the opportunity was also taken to thank officers and Central London Community Healthcare NHS Trust for their work in support of ongoing delivery of the service and commitment towards the procurement process.

In support of the approach outlined, members were keen to recognise the crucial nature of the service being provided and role of health visitors and school nursing given the diverse needs of individuals, families and communities and as part of the wider public health approach towards tackling health inequalities and in ensuring children had the best chance to thrive and parents were also provided with the support needed. In acknowledging the enhanced level of performance identified, support was also expressed for the new pathway identified in relation to hearing screening for those children born outside the UK alongside any child developing a hearing problem and work to support children and their families placed in temporary accommodation.

Having noted the utilisation of ring fenced funding to support the service provided through the Public Health Grant and way in which the service contributed towards delivery of the Health and Wellbeing Strategy, Cabinet **RESOLVED** to approve the direct award of a contract under the Provider Selection Regime Direct Award Process C to Central London Community Healthcare NHS Trust for the provision of the Children's Public Health Services (0-19 years) Health Visiting and School Nursing for 23 months commencing 1 May 2026 to 31<sup>st</sup> March 2028.

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

Cabinet noted that this item had been withdrawn in advance of the meeting.

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

Councillor Krupa Sheth (as Cabinet Member for Public Realm and Enforcement) introduced a report from the Corporate Director Neighbourhoods and Regeneration seeking approval to delegate authority to authorise the award of contracts for the transportation and reprocessing of co-mingled and paper and card recycling materials.

In presenting the report, Councillor Krupa Sheth advised that the new arrangements would cover around 40,000 tonnes of mixed recyclables collected across Brent and Ealing, together with around 4,500 tonnes of paper and card from Brent with members reminded of the importance in ensuring those materials were transported, sorted and processed efficiently in order to maximise recycling rates, minimise waste sent to landfill. In addition, the opportunity was taken to highlight the value of the service generated in terms of the sale of recyclable materials, particularly paper and card, which was expected to generate around £250,000 per year in income for Brent also helping to support the sustainability of the service.

In noting the important role played by residents across the borough in terms of recycling and waste reduction, members were advised of the way in which the recommended approach outlined in relation to award of the contract, working jointly with the West London Waste Authority and the London Borough of Ealing, had been designed to ensure that the arrangements not only remained robust, efficient and fit for the future but also secured strong value for money and provided access to shared expertise in ensuring that recycling materials continued to be processed in the most effective and environmentally responsible way possible.

In welcoming the way in which it was felt the contract had been designed to ensure Brent was able to continue delivering a reliable recycling service while supporting the Council's wider environmental ambitions Cabinet **RESOLVED**:

- (1) To delegate authority to the Corporate Director, Neighbourhood & Regeneration in consultation with the Cabinet Member for Public Realm and Enforcement to authorise the West London Waste Authority (WLWA) to award the following contracts:
  - (a) award the contract for Lot 1 for the Transportation and Reprocessing of Co-mingled Recycling Materials for an initial term of three (3) years, with the option to extend for up to four (4) additional years, exercised in two (2) extension periods of two (2) years each (on a 3+2+2 basis).
  - (b) award the contract for Lot 2 for Reprocessing of Paper & Card for an initial term of three (3) years, with the option to extend for up to four (4) additional years, exercised in two (2) extension periods of two (2) years each (on a 3+2+2 basis).
- (2) To note that a Memorandum of Understanding with the West London Waste Authority and the London Borough of Ealing would be entered into to cover the respective obligations of the parties in relation to the contractual arrangements and processing of payments.

#### 17. **Authority to Award Contract for Secure Cycle Parking - Bike Hangers & Nests**

Councillor Krupa Sheth (as Cabinet Member for Public Realm and Enforcement) introduced a report from the Corporate Director Neighbourhoods and Regeneration seeking approval to the award of a contract for the purchase and management of future bike hangars and nests, together with the management and maintenance of existing facilities.

In introducing the report, Councillor Krupa Sheth highlighted the progress made in encouraging more sustainable and active travel along with the expansion of secure cycle parking (recognised as an important part in the process) with 459 bike hangars having been installed to date across Brent significantly exceeding original targets and reflecting the strong demand continuing to be demonstrated by residents for safe and secure cycle storage particularly by those living in flats or homes without secure storage space. Recognising the value of the new contract in enabling the Council to continue building on the progress identified, members were advised of the way in which it would support the continued rollout of secure cycle parking across Brent, including the installation of over 100 additional bike hangars in the initial phase, alongside the maintenance and management of existing facilities in a way designed to support and encourage cycling as a more active and sustainable form of travel.

Having commending and welcomed the joined up nature of the approach outlined within the report, members were keen to recognise the wider community benefits which it was felt increased access to secure cycle parking would provide not only in terms of recognising the different types of tenure across the borough but also in encouraging a shift towards cycling as a more active and sustainable form of travel, reducing congestion, improving air quality and encouraging healthier lifestyles given the associated health and wellbeing benefits identified and contribution towards the borough's climate and environmental commitments and in seeking to reduce transport inequality.

On this basis, having considered the report and also noted the ongoing work with Transport for London to expand and support investment in the cycling highway infrastructure between Wembley and Harlesden, Cabinet **RESOLVED** to approve the award of a contract for the purchase and management of future bike hangars/nests and the management and maintenance of our current bike hangars/nests to Lock It Safe Ltd for an initial contract period of five (5) years, with an option to extend for up to a further two (2) years on an annual basis in the estimated sum of £1,500,000.

**18. Exclusion of Press and Public**


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

**19. Any other urgent business**

There were no items of urgent business.

The meeting ended at 11.03 am

COUNCILLOR MUHAMMED BUTT  
Chair

 <p><b>Brent</b></p>	<p><b>Cabinet</b> 7 April 2026</p>
	<p><b>Report from the Corporate Director Residents and Housing Services</b></p>
	<p><b>Lead Member - Cabinet Member for Housing (Councillor Fleur Donnelly- Jackson)</b></p>
<p><b>Approval to increase supply of Temporary Accommodation</b></p>	

<b>Wards Affected:</b>	All
<b>Key or Non-Key Decision:</b>	Key
<b>Open or Part/Fully Exempt:</b> (If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)	Part Exempt - Appendix 1 (Financial Comparison) 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).
<b>List of Appendices:</b>	One: Appendix 1: (Exempt) Financial Comparison
<b>Background Papers:</b>	None
<b>Contact Officer(s):</b> (Name, Title, Contact Details)	Denish Patel, Head of Property 020 8937 2529 <a href="mailto:denish.patel@brent.gov.uk">denish.patel@brent.gov.uk</a>  Laurence Coaker, Director of Housing Needs and Support 020 8937 2788 <a href="mailto:laurence.coaker@brent.gov.uk">laurence.coaker@brent.gov.uk</a>

## 1.0 Executive Summary

- 1.1 This report seeks Cabinet approval to adopt a strategic approach to increasing the supply of Temporary Accommodation through long-term leasing

arrangements (10 years or more) with private sector housing providers delivering new and refurbished accommodation at affordable rental terms.

1.2 This approach will enable the Council to:

- Deliver annual savings or cost avoidance compared to current nightly-paid accommodation costs.
- Secure a significant number of high-quality Temporary Accommodation units in Brent and neighbouring areas, improving cost certainty and reducing exposure to market volatility.
- Improve housing conditions and stability for vulnerable households placed in Temporary Accommodation.

1.3 The report therefore seeks delegated authority for officers to negotiate and enter into individual lease agreements, together with any necessary ancillary documentation. This will enable the Council to progress suitable leasing opportunities in a timely manner where they represent best value and support the Council's Temporary Accommodation strategy.

1.4 The opportunities described in this report and in Appendix 1 (which has been classified as exempt) illustrate the types of arrangements currently being explored and demonstrate the potential scale and financial benefits of the proposed approach.

## **2.0 Recommendation(s)**

2.1 To approve the strategic approach to increasing the supply of Temporary Accommodation, in Brent and neighbouring areas, through long-term leasing arrangements (10 years or more) with accommodation providers delivering new and refurbished accommodation at affordable rental terms.

2.2 To delegate authority to the Corporate Director of Neighbourhoods and Regeneration, in consultation with the relevant Lead Member, the Corporate Director of Finance and Resources, and the Corporate Director of Residents and Housing Services, to:

- a) Negotiate and agree on detailed Heads of Terms and enter into individual lease agreements with accommodation providers for Temporary Accommodation with terms of 10 years or more, in the best interests of the Council.
- b) Delegate authority to approve the finances and budgetary adjustments to the Corporate Director of Finance and Resources, in consultation with the Cabinet Member for Finance and Resources.

2.3 Note the risks identified in paragraphs 3.2.18 to 3.2.22, including the potential impact on forecast savings or cost avoidance, and the steps proposed by officers to mitigate these risks.

## **3.0 Detail**

### **3.1.1 Cabinet Member Foreword**

3.1.2 This report requests approval for a strategic shift towards long-term leasing (10+ years) of new-build and refurbished accommodation, providing:

- Material revenue savings or cost avoidance compared to nightly-paid accommodation.
- Certainty of supply over an extended period.
- Minimised exposure to inflation and market volatility.
- Enhanced quality and suitability of accommodation for households.

3.1.3 The approach aligns with the Council's Medium-Term Financial Strategy (MTFS) and its obligations under the Homelessness Reduction Act 2017. It aims to provide higher-quality accommodation at a lower cost to the Council, while achieving better outcomes for homeless households.

3.1.4 This proposal directly supports the following Borough Plan priorities:

- A Borough where we can all feel safe, secure, happy and healthy: By providing good-quality, stable accommodation, we support the physical and mental health of vulnerable households and reduce the harm caused by housing insecurity.
- A Borough where everyone has access to opportunities: Stable housing enables children to remain in local schools, adults to maintain employment, and families to access local services and support networks.
- A future built for everyone, an economy that works for all: This approach provides cost-effective use of public resources while supporting responsible investment in Brent's housing infrastructure.

3.1.5 The proposal supports the Council's MTFS by reducing revenue pressures on the Housing General Fund, ensuring more sustainable budget certainty over a 10-year period.

3.1.6 This approach aligns with the Homelessness Reduction Act 2017, which obliges councils to prevent and relieve homelessness. Long-term leasing allows us to better fulfil our duties by providing suitable accommodation that satisfies statutory requirements.

3.1.7 The proposal supports the Council's Climate Emergency Strategy by prioritising energy-efficient accommodation (EPC C or above), reducing carbon emissions linked to temporary housing, and encouraging sustainable development.

## **3.2 Background**

- 3.2.1 Over the past two years, the Housing Needs Service has seen a sustained and significant rise in demand from homeless households, currently receiving approximately 170 approaches a week. This increase is driven by rising private sector rents, reduced availability of affordable housing, the cost-of-living crisis, welfare pressures, and an increase in households presenting with complex needs, including domestic abuse, mental health issues, and family breakdown. The subsequent use of Temporary Accommodation to meet this demand has resulted in considerable financial pressure caused by reliance on nightly-paid Temporary Accommodation.
- 3.2.2 During the 2024/25 financial year, Brent owed 2,028 households an initial prevention or relief duty upon assessment, representing a 27% increase from the previous year. The authority currently has 2,450 households in temporary accommodation, of which 60% are in nightly-paid arrangements.
- 3.2.3 In response, the Council has strengthened early intervention and prevention efforts, including establishing a presence within community settings such as Family Wellbeing Centres so households can access advice at an earlier stage, often before a homelessness crisis occurs. This approach is being further enhanced by using predictive analytics to identify households at risk earlier, enabling more targeted and effective preventive support. However, there will always be a need for Temporary Accommodation, and it is therefore vital that good-quality, affordable housing is secured for this purpose.
- 3.2.4 The Housing Needs Service has made considerable progress in reducing the cost of Temporary Accommodation, removing the most expensive nightly units, and negotiating better rates with providers. However, structural pressures mean that demand for Temporary Accommodation will continue to rise.
- The Renters' Rights Act 2025 will abolish Section 21 'no fault' evictions, effective 1st May 2026. However, the Service is experiencing a rise in approaches from homeless individuals looking for private rentals, as landlords attempt to evict their tenants before the implementation date.
  - Frozen Local Housing Allowance rates (last increased to 30th percentile rents on 1 April 2024) continue to render the private rented sector unaffordable for most households.
  - Economic forecasts predict increasing unemployment and ongoing cost-of-living pressures through 2026 and beyond.
  - Chronic undersupply of social housing and affordable accommodation in the private rented sector leads to longer waiting times and fewer move-on opportunities.

While homelessness demand should hopefully decrease following the implementation of the Renters' Rights Act 2025, the number of households moving out of Temporary Accommodation will likely decrease further due to reduced availability of social housing and affordable accommodation in the

private rented sector, leading to a higher net increase in Temporary Accommodation in 2026.

3.2.5 The current Temporary Accommodation supply chain mainly involves private providers offering nightly-paid accommodation. This model presents several challenges:

- Financial volatility: Providers can raise prices with little warning, complicating budget planning.
- Limited discharge opportunities: High costs prevent the Council from easily fulfilling its duty in the private rented sector at Local Housing Allowance rates.
- Growing caseload: The combination of high inflow and low outflow means the Council's Temporary Accommodation case-load continues to increase.
- Quality concerns: Nightly-paid accommodation often varies in quality, with limited Council control over standards.

3.2.6 The combination of macroeconomic factors, market pressures, and frozen Local Housing Allowance rates means the Council's overspend on Temporary Accommodation will continue to rise without fundamental changes to the supply chain. The current forecast overspend for 2025/26 is £4.5m.

3.2.7 In recent years, an increasing number of accommodation providers have started offering long-term housing solutions for local authorities. These providers can deliver accommodation over an extended period, allowing councils to secure a stable supply at affordable rental rates while enhancing the quality and stability of Temporary Accommodation for households.

3.2.8 This approach offers the Council the chance to secure accommodation through longer-term leasing arrangements at more stable and affordable rental rates. It presents an alternative to the current Temporary Accommodation market, which largely depends on nightly-paid provision. Nightly-paid accommodation usually operates on short-term agreements with limited price certainty, making financial planning difficult and exposing the Council to significant market fluctuations. In contrast, longer-term leasing arrangements allow the Council to access better quality accommodation with greater cost certainty and increased stability for households.

3.2.9 Long-term leasing models for Temporary Accommodation have been discussed in the sector for some time; however, providers have only recently started offering terms that are more viable for local authorities. The Ministry of Housing, Communities and Local Government, in collaboration with HM Treasury and sector partners, is currently exploring the potential of these leasing arrangements to provide better-value-for-money temporary accommodation options for homeless households.

3.2.10 Leasing opportunities are now available for 10 years or more, as opposed to the Council being locked in for 30 to 40 years. These opportunities offer longer-term settled housing solutions for homeless households, as well as better financial outcomes for the Council, since rents can be set at the current LHA rate, rather than the TA subsidy rate of 90% of the 2011 LHA rate, resulting in higher rental income.

### **Existing Opportunities**

3.2.11 The Council is currently exploring a number of leasing opportunities with accommodation providers. If progressed, these opportunities would provide approximately 367 units of Temporary Accommodation and deliver estimated annual savings or cost avoidance of £4.8m compared to equivalent nightly-paid accommodation. Financial details are included in Confidential Appendix 1.

3.2.12 These properties are a mixture of new builds or refurbished developments, offering high-quality accommodation for households in and around Brent. An example of one of the proposed schemes is set out below.

### **Civic Nest – Supported Apartment Block (62 apartments)**

3.2.13 Civic Nest is a Temporary Accommodation provider specialising in offering property opportunities with comprehensive support services. Civic Nest proposes to provide their wraparound support package for a c.63-unit apartment block in neighbouring Barnet, on the border of the Borough.

3.2.14 The apartment block has recently been completed and released onto the market as a block purchase by a developer. Civic Nest is proposing to acquire (subject to contract) the 63-unit block and convert it into 62 apartments, with the ground-floor property adapted or converted to enable them to provide their wraparound support package.

3.2.15 The 'Nest', which provides additional support, helps households move into private sector accommodation and permanently out of Temporary Accommodation by working with the Local Authority and specialist providers such as Bridge, Relocate, and BEAM to enable the move on. The 'Nest' will also offer employment support, NHS community health services for households with health issues, council-wide programmes like education and apprenticeship opportunities, and a space for households to socialise and support each other.

3.2.16 Civic Nest's offer and terms comprise the following:

- A mix of high-quality 1, 2, and 3-bedroom apartments.
- All properties will comply with the Decent Homes Standard and achieve an EPC rating of C or higher.
- Ten-year-plus lease terms.
- Discharge of at least 15 households annually.

- Properties available immediately.

### **Summary of Existing Opportunities**

3.2.17 Collectively, the existing opportunities would deliver approximately 367 units of Temporary Accommodation for individuals and large families on more affordable rental terms and establish a longer-term sustainable property supply chain. The 367 units are projected to generate estimated annual savings or cost avoidance of £4.8m (detailed financial analysis in Confidential Appendix 1).

3.2.18 General assumptions are as follows:

- Opportunities must deliver savings or cost avoidance.
- Properties must achieve a minimum EPC rating of C.
- Properties must meet the Decent Homes Standard.
- The leases will be structured as either FRI (Fully Repairing and Insuring) or IRI (Internal Repairing and Insuring) arrangements, subject to final agreement of terms.
- Subject to the completion of negotiations, due diligence, and legal documentation, the leases for the existing opportunities are expected to commence within 3–6 months.

3.2.19 It should be recognised that no lease arrangement is entirely risk-free, and some residual financial and operational risks may remain despite the protections included within the lease agreements. Officers will seek to identify, mitigate and manage these risks through the negotiation of robust lease provisions, including appropriate limits on repair obligations, clear tenant damage and reinstatement responsibilities, and suitable dilapidations protections.

3.2.20 While the proposed leasing arrangements are expected to deliver revenue savings or cost avoidance, there remains a risk that these could be partially offset by liabilities arising under the lease terms.

3.2.21 Officers will seek to manage the risks through appropriate due diligence prior to entering into any lease arrangement, including commissioning condition surveys and other relevant assessments where required. Officers will also seek to negotiate lease provisions that are clearly defined, proportionate and not absolute, with appropriate recognition of fair wear and tear and, where possible, the exclusion of liability for pre-existing defects.

3.2.22 As part of this due diligence process, the Council may need to commission independent condition surveys where appropriate to assess the condition of properties before entering into lease agreements. When necessary, a budget allocation will be required to fund these surveys, ensuring the Council has

enough assurance about the property's condition and guiding the negotiation of suitable lease terms.

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

- 4.1 At this stage, ward member engagement has not yet taken place, as the opportunities need to be considered on a scheme-by-scheme basis. Where these opportunities affect a specific ward within the London Borough of Brent, the relevant member will be consulted.
- 4.2 No statutory consultation with residents is needed at this stage, as the report relates to an accommodation strategy or approach rather than changes to service eligibility or access. Residents placed in accommodation secured through these arrangements will have the same rights and support as those in current Temporary Accommodation.

#### **5.0 Financial Considerations**

- 5.1 Nightly-paid accommodation provides limited cost certainty, is subject to frequent price increases, and contributes to in-year budget pressures and overspends within the Housing General Fund. This model creates ongoing financial risk and undermines the Council's ability to plan effectively within the Medium-Term Financial Strategy (MTFS).
- 5.2 The proposal to enter into long-term leasing arrangements of 10 years or more with accommodation providers is intended to reduce unit costs, improve budget certainty, and mitigate financial risk. However, entering into arrangements that extend over a 10-year period carries inherent risks, as it establishes a long-term commitment for the Council. Under such arrangements, the Council would remain obligated to meet the committed costs throughout the contract term, even in the event of significant changes in demand, the economic environment, or other external factors.
- 5.3 An annual cost saving and/or cost avoidance of £4.8m is expected to be achieved by moving current households in nightly paid accommodation into the 367 units with lease terms over 10 years, where the 2024 LHA rate can be recovered at a lower nightly cost. This compares favourably with the current position, where the 2011 LHA rate is recoverable alongside a higher nightly paid rate. The estimated savings and/or cost avoidance are calculated on the basis of a full-year impact and when compared against the current provider rates. In practice, the timing of implementation and the point at which financial benefits begin to materialise may vary. Therefore, the realised savings and/or cost avoidance in the first year may be lower.
- 5.4 The current forecasted overspend for Housing Needs is £4.5m. The 2026/27 budget will be uplifted, with £8m of growth allocated to address both new and existing demand pressures facing the service. The forecasted spend on nightly paid accommodation is expected to reach £38m in 2025/26. The £8.8m annual cost for the 367 units will be funded from the Housing Needs budget, with the expectation that this investment will avoid an additional £4.8m in costs that

would otherwise be incurred if these households remained in nightly paid accommodation.

For context, the tables below highlight the difference between the 2011 LHA rates and the current 2024 LHA rates that is recoverable for TA households across Brent:

**Table 1**

<b>April 2024 BRMA</b>	<b>Shared</b>	<b>1 Bedroom</b>	<b>2 Bedroom</b>	<b>3 Bedroom</b>	<b>4 Bedroom</b>
<b>Inner North London</b>	£163.00	£331.39	£412.86	£497.10	£704.22
<b>Inner West London</b>	£174.90	£310.68	£373.97	£471.78	£586.85
<b>North West London</b>	£142.99	£253.15	£310.68	£386.63	£483.29

**Table 2**

<b>January 2011 BRMA</b>	<b>Shared</b>	<b>1 Bedroom</b>	<b>2 Bedroom</b>	<b>3 Bedroom</b>	<b>4 Bedroom</b>
<b>Inner North London</b>	£114.42	£260	£340	£450	£600
<b>Inner West London</b>	£109.62	£240	£315	£395	£550
<b>North West London</b>	£87.53	£173.08	£219.23	£288.46	£357.69

## **6.0 Legal Considerations**

- 6.1 The Council has the legal power to enter into lease arrangements for the purpose of securing accommodation to meet its homelessness duties under Part VII of the Housing Act 1996, as amended by the Homelessness Reduction Act 2017.
- 6.2 The proposals set out in this report involve the Council entering into long-term lease agreements (10 years or more) with accommodation providers. These arrangements are a recognised and lawful mechanism used by local authorities to secure Temporary Accommodation and do not in themselves alter the Council's statutory duties or decision-making responsibilities.

- 6.3 Legal advice has been obtained from Browne Jacobson to clarify the Council's ability to charge 2024 Local Housing Allowance (LHA) rates for Temporary Accommodation secured on leases of ten years or more.
- 6.4 The advice sets out a clear mechanism by which Brent Council can recover full Housing Benefit Subsidy for Temporary Accommodation only when lease terms exceed 10 years. This is commonly referred to as the "10- year recovery" model.
- 6.5 If the property is:
- Acquired into the General Fund
  - Lease term is more than 10 years but less than 30 years
  - Let to households owed a duty under Part 7 of the Housing Act 1996
  - Occupied via licence
  - Qualifies as Temporary Social Housing under the Rent Standard

Then Brent could claim a housing benefit subsidy from the DWP for 100% of the total housing benefit that Brent paid, which would not be caught by the Rent Standard caps, enabling Brent to potentially claim subsidy in respect of rents up to the 2024 LHA.

- 6.6 To benefit from full subsidy recovery, the Council must not acquire the properties into the HRA. The Council should rely upon its general power of competence to acquire properties into its General Fund on lease terms of more than ten years.
- 6.7 Please note that if the Secretary of State decides that the 10-year-plus lease model is not lawful, it may seek to claw back the difference between 2011 and 2024 LHA rates. The council should consider break clauses in the leases to mitigate against this risk.

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

- 7.1 The Public Sector Equality Duty, as set out in section 149 of the Equality Act 2010, requires the Council, when exercising its functions, to have "due regard" to the need to eliminate discrimination, harassment and victimisation and other conduct prohibited under the Act, to advance equality of opportunity and foster good relations between those who have a "protected characteristic" and those who do not share that protected characteristic. The protected characteristics are: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation. The Council also internally recognises care experience and socio-economic status as protected characteristics.
- 7.2 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.

7.3 Households placed in Temporary Accommodation are disproportionately likely to include individuals and families with protected characteristics, including (but not limited to):

- Families with children
- Women, including lone parents
- Disabled people or households with health conditions
- People from Black, Asian and Minority Ethnic communities
- Socio-economically disadvantaged residents

7.4 The proposal to enter into long-term (10 years+) leasing arrangements for Temporary Accommodation is expected to have a positive equality impact by:

- Increasing the supply of stable, good-quality accommodation, reducing reliance on unsuitable or emergency placements.
- Improving accommodation standards, including space, safety, accessibility and energy efficiency.
- Reducing the frequency of moves, which disproportionately affect families with children and those with disabilities or health needs.
- Supporting greater consistency in service delivery and housing outcomes.

7.5 An Equality Impact Assessment (EIA) is not required at this stage as the proposal does not introduce a change in eligibility or access to services. However, equality considerations have been considered in the development of the proposal and will continue to be considered as individual leasing arrangements are brought forward. Where appropriate, equality implications will be reviewed and assessed at project or scheme level.

7.6 The use of poor-quality, insecure or unsuitable Temporary Accommodation is widely recognised as having a negative impact on physical and mental health, particularly for children, older people, and individuals with existing health conditions. The proposed approach is expected to deliver positive health equality outcomes, including:

- Improved housing conditions, supporting better physical health outcomes (e.g. reduced damp, overcrowding, and cold homes).
- Greater housing stability, which can reduce stress, anxiety and mental health pressures associated with frequent moves and uncertainty.
- Improved ability for households to maintain access to healthcare, education and support networks due to reduced displacement.

- Reduced use of emergency accommodation, which is often associated with poorer health outcomes.

7.7 By securing longer-term, purpose-suitable accommodation, the proposal supports the Council's wider objectives to reduce health inequalities and promote wellbeing among vulnerable residents.

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

8.1 The move towards long-term (10 years+) leasing of newer or refurbished accommodation for Temporary Accommodation is expected to have a positive environmental impact when compared with the Council's current reliance on nightly-paid and emergency accommodation. In particular, the proposals will:

- Enable improved energy efficiency standards, with a preference for accommodation meeting EPC C or above, supporting reductions in carbon emissions and energy consumption.
- Reduce reliance on poor-quality and inefficient buildings, which are often associated with higher heating demand, greater fuel poverty, and increased emissions.
- Support more stable accommodation use, reducing the churn associated with short-term placements and emergency moves, which can increase travel demand, waste, and inefficiencies in property use.
- Encourage investment in modern, efficient homes, aligning with investor-led delivery of lower-carbon housing stock.

## **9.0 Human Resources/Property Considerations**

9.1 Implementation of this strategy will require additional officer capacity within both Housing, Legal and Property to:

- Negotiate and execute lease agreements.
- Conduct due diligence on providers and properties.
- Establish monitoring and quality assurance frameworks.
- Manage the transition of households into new accommodation.

9.2 Once implemented, the long-term nature of lease agreements is expected to reduce ongoing officer workload compared to managing multiple nightly-paid provider relationships and frequent property changes. This will free up capacity for housing officers to focus on prevention and casework.

9.3 No permanent changes to staffing establishment are proposed. Any future capacity requirements will be reviewed as part of annual service planning and brought forward through normal budget processes if required.

## **Property Implications**

- 9.4 The proposed approach reduces the Council's exposure to property market risk by avoiding ad-hoc direct property acquisition.
- 9.5 Properties will be subject to initial inspection to ensure they meet the required standards before accepting any placements. Ongoing monitoring arrangements will be established with annual inspections and response protocols for any property condition concerns.
- 9.6 All leasing arrangements carry liability for the landlord and tenant and the extent of the liabilities and risks depend on the type of lease (i.e., fully repairing and insuring or internal repairing and insuring leases). These are set out in paragraphs 3.2.18 to 3.2.22 with available mitigations.
- 9.7 No implications for the Council's existing corporate property portfolio are anticipated.

## **10.0 Communication Considerations**

- 10.1 As outlined within the main body of the report.

**Report sign off:**

***Thomas Cattermole.***


Corporate Director of Residents and Housing Services.

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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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	<b>Cabinet</b> 7 April 2026
	<b>Report from the Corporate Director,          Service Reform and Strategy</b>
	<b>Lead Member - Cabinet for Adult          Social Care, Public Health and          Leisure          (Councillor Neil Nerva)</b>
<b>Approval to establish an inter authority agreement with Harrow Council for the provision of telecare services for vulnerable people and their carers</b>	

<b>Wards Affected:</b>	All
<b>Key or Non-Key Decision:</b>	Key
<b>Open or Part/Fully Exempt:</b> (If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)	Open
<b>No. of Appendices:</b>	None
<b>Background Papers<sup>1</sup>:</b>	None
<b>Contact Officer(s):</b> (Name, Title, Contact Details)	Edwin Mensah, Acting Head of Commissioning Contracting and Market Management 020 8937 4132 Email: <a href="mailto:edwin.mensah@brent.gov.uk">edwin.mensah@brent.gov.uk</a>

## 1.0 Executive Summary

1.1 This report sets out proposals for working with the London Borough of Harrow (“Harrow Council”) for the provision of telecare services for vulnerable people and their carers. It seeks Cabinet approval to enter into an Inter Authority Agreement (Partnership) with Harrow Council, and to allow Officers to enter into discussions with Harrow Council with the aim of agreeing appropriate service terms that will result in the signing of an Inter Authority Agreement (“the IAA”).

## **2.0 Recommendation(s)**

That Cabinet:

- 2.1 Approves an exemption from the usual tendering requirements set in the Contract Standing Orders 84 for good operational and financial reasons.
- 2.2 Approves the creation of an Inter Authority Agreement (“the IAA”) that implements co-operation for the provision of telecare for vulnerable people and their carers for three years with an option to extend for a further 1+1 years with Harrow Council.
- 2.3 Delegates authority to the Cabinet Member for Adult Social Care, Public Health and Leisure and the Corporate Director, Service Reform and Strategy to agree and finalise the terms of the IAA in consultation with the Director of Law and the Corporate Director Finance and Resources.

## **3.0 Detail**

### **3.1 Cabinet Member Foreword**

- 3.1.1 The proposals within this report support a number of key Council priorities asset out in the Borough Plan “Moving Brent Forward Together”. With an aging population and greater demand for services from this with more complex needs, the rapid developments being made in the technology sector can increasingly be considered as complementary options for vulnerable people. Residents often prefer to stay in their own homes, near neighbours and Support networks and the use of technology enabled care can support this.
- 3.1.2 In terms of the contribution to the Borough Plan and wider strategic priorities Strategic Priority 5 – A Healthier Brent says, we will “strengthen our commissioning approach to prevention and wellbeing”. By working with neighbouring boroughs through the West London Alliance, and specifically with Harrow on this agreement, benefit can be gained from shared approaches and learning as well as the potential for economies of scale for purchasing.
- 3.1.3 Strategic Priority 5 says “we will work with residents as partners in their own care and support, to live independent, safe, happy and fulfilling lives”. It also sets out that the intention is “continuing to support people to be cared for closer to home, by developing health and social care community services to help people. Telecare is a key service is supporting this aim.

### **3.2 Background**

- 3.2.1 Brent’s digital strategy 2022-2026 [Brent digital-strategy-2022-2026](#) recognises the role that technology can and will have in the lives and care of people supported by Adult Social Care. Building on that, Adult Social Care (ASC) is seeking to

identify, develop and design a range of digital and assistive technology solutions that will have a benefit across ASC in our work with residents, staff, wider partners and providers. Our ambition is to develop a sustainable and affordable approach to technology that reflects what good looks like in ASC and makes best use of available and emerging solutions and funding.

3.2.2 Brent currently has in place a telecare and community alarms offer for approximately 2,300 people with the majority having telecare with a monitored alarm. The service was provided through a previous Inter-Authority Agreement between Brent and Harrow Council (Harrow Careline), but both the demands and the technology have changed during the lifetime of that agreement, and a new one is needed to ensure the offer is fit for purpose for the future. The original agreement covered:

- Alarm monitoring
- Emergency Duty response
- Mobile Meals “no response” calls
- Processing of orders for telecare equipment with a third party

3.2.3 More recently (August 2025) the agreement with Harrow was varied to add in the provision, installation and repairs of telecare equipment. This was in response to the equipment provider at that time, Nottingham Rehabilitation Services (NRS), going into liquidation. Harrow Careline, which delivers a similar service to other Local Authorities in the North London area, was able to mobilise quickly, alongside a number of other providers, to ensure a minimal interruption to services.

3.2.4 Whilst the current alarm provision works well, the technological developments within the social care arena mean there are now greater opportunities available to support people flexibly and with more minimal intervention, to remain safely in their own homes. It is critical that the council positions itself to take best advantage of the full range of opportunities, taking a test and learn approach to ensure that we adopt the best digital solutions to meeting the needs of residents within Brent. This will require changes to kit/hardware and also changes to processes and approach within Adult Social Care and within provider organisations such as home care, where providers can support the developments.

3.2.5 Our focus now is developing a range of digital and assistive technology solutions that support people to live independently at home, while delivering significant benefits back to the Council, principally through being able to change the way care and support is delivered, based on data, intelligence and insight. These developments will support the wider Health and Social Care environment, with referrals from health practitioners helping to prevent hospital admissions and avoiding delayed discharges.

- 3.2.7 ASC has begun to explore a range of options in the market, including a test and learn project which is currently underway, supported by an external development partner, to see how technology can support customers who would benefit from virtual support within their home. The initial cohort is people with a learning disability who receive more than one visit per day. Working with home care providers, the pilot will aim to see whether the use of voice activated devices can support people where prompts rather than physical support is required. Purchasing and installation of equipment is only one part of the pilot, with the greatest learning coming from understanding the support required for practitioners to understand the available technologies, identify suitable clients and then monitor and review the impact of the technology.
- 3.2.8 A key element of the work with the design partner is to identify where assistive technology can be used more effectively to support residents, enhance independence, and improve the overall user experience. This insight will shape our thinking about how technology can complement care rather than replace it, and where digital tools can create greater efficiency and confidence for both residents and practitioners. The developments will be used to support those who are eligible for Adult Social Care, but people living in Brent who are not eligible for Adult Social Care will have access to these technologies by being signposted directly to Harrow Careline for advice and provision of tech solutions, this will be at no cost to the council.
- 3.2.9 It is anticipated that the council will continue this test and learn approach across the service before new approaches are fully implemented and scaled up. The work in all cases, will need to explore the culture and process changes required (and financial impact of that) as well as the impact and costs of the hardware itself. This could for example mean staff analysing data from devices, more responsive reviews and changes to arrangements with contracted providers who may be required to programme devices or respond to alerts.
- 3.2.10 The new home care contracts also provide an opportunity to build this capability into the requirements and therefore these will continue to develop during the coming years, broadening the range and flexibility of the Inter Authority Agreement will allow us to accommodate the potential requirements as needed.

### **Overview of the Proposed Approach**

- 3.2.11 The proposed approach is to establish a new agreement with Harrow Careline which will cover the current requirements (monitoring, equipment, installation, repairs and the out of hours cover) but build in flexibility for any future requirements. Harrow Careline already provides services for Ealing and Hammersmith and Fulham and is involved in supporting the development of the use of technology within their Councils, increasing the flexibility of the agreement for Brent would give us the opportunity to take a similar approach in areas where this is seen as best route to market.

3.2.12 Whilst the test and learn work is in its infancy, the intention is to build flexibility for development into the agreement, with Harrow Careline supporting future innovation. Brent will utilise the expertise of Harrow to make use of the most effective technologies and to support the implementation of those new pathways and processes.

3.2.13 This approach will still allow the Council to purchase equipment from other contracted providers should that be required (where Harrow is unable to source items or the rate is uncompetitive).

3.2.14 Working in partnership with Harrow, Adult Social Care can benefit from learning already gained through their service offer within their own borough and the work they do for other boroughs. Working with a strategic provider who has oversight of customers, and the end-to-end service will enable better tracking of equipment, supporting timely recycling of equipment and re-use of Sim cards. A provider who already works with a number of other authorities will also provide economies of scale in terms of purchasing potential for the kit element of the service.

3.2.15 Harrow is already leading the work to support Brent to safely migrate customers to new digital equipment solutions which will ensure they have service continuity when the national analogue switch off occurs. This “switchover” work, in partnership with officers at Brent, has enabled customers to receive updated equipment, or where accounts are dormant (where someone has moved and not notified the provider or the Council for example), cease the account. In doing so, the utilisation (and associated contract value) has reduced during the last year. Once finalised the records will accurately reflect the utilisation within the borough. This has been difficult to achieve previously due to referrals from Health colleagues as well as Adult Social Care and customers not routinely notifying when the alarm ceases to be used. New recording processes will resolve this going forward.

### **Alternative Options considered**

3.2.17 Current “as is” model. Whilst the current agreement has served the Council well, it does not allow for the future developments required in this area.

3.2.18 Procuring an end-to-end telecare service. This would enable the market to respond to the requirements, which could result in innovative solutions and competitive pricing. The nature of the work requires a flexible partner that can adapt and at times, lead the way, in terms of advising what is required. Given this is a rapidly evolving area, there is a risk that the specification cannot be both flexible enough and prescriptive enough to achieve the outcomes needed as the contract proceeded. It would also risk the market response could be too broad or unfocused, making evaluation and mobilisation harder.

3.2.19 Procuring separate elements of a telecare offer. This would provide a flexible option in terms of having a variety of contracts that could meet different requirements, for example an alarm monitoring service, an equipment service, and a development/advisory partner. This would require a significant procurement effort and potentially introduce a number of hand offs and new processes to be negotiated. Having one partner enables the service to operate seamlessly and more efficiently but by taking the approach outlined, does not preclude the council from working with other providers and technology providers on particular solutions where this would better meet the ambitions of the ASC Digital Strategy.

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

4.1 The proposal covers the whole of Brent and there are no ward specific issues. The agreement covers continuation of an existing service offer, for which the provider undertakes customer satisfaction surveys. However, as a future offer develops, there is scope for working with individuals and relevant groups to ensure a new or enhanced offer meets the needs of residents.

#### **5.0 Financial Considerations**

5.1 The estimated value of the Contract is £0.65m per annum, with an expected one-off cost of £0.2m. For a 3+1+1 year contract length, the cost of this contract is estimated to be £3.45m. Contract spend will need to be closely monitored. Any uplifts to the rates payable will need to be factored into MTFS planning for future years.

5.2 The estimated cost is based on assumptions about demand which are difficult to accurately forecast. At present there is a reduction in utilisation (and associated cost) for alarms, due to joint inter agency work being undertaken to contact customers, switch to digital equipment or cease dormant accounts.

5.3 It is possible that during the life of the agreement, demand may increase for other types of equipment which can provide a different type of virtual support and assist in assessing customers' needs more accurately.

5.4 The cost of the Contract will be funded from existing budgets within Service Reform and Strategy.

#### **6.0 Legal Considerations**

6.1 The recommendation in this report to enter into an Inter Authority Agreement to establish and/or implement co-operation between Harrow Council and Brent Council for the provision of the services falls outside the scope of the Procurement Act 2023 (the "PA 23").

6.2 According to Schedule 2, Paragraph 3 of the PA 23, contracts established between two or more contracting authorities fall outside the scope of the PA 23

if they fulfil the following conditions:

- the contract establishes joint co-operation in the performance of public services with a view to achieving mutual objectives; and
- the implementation of the co-operation is governed only by the public interest; and
- the participating authorities perform no more than 20 per cent of the activities contemplated by the arrangement other than for the purposes of the authorities' public functions.

6.3 Officers from both Harrow Council and Brent discussed and concluded that the criteria set out in paragraph 6.2 will be met and have indicated an intention to establish a partnership fulfilling the requirements of a "Horizontal Arrangement", as defined by Schedule 2, Paragraph 3 (2) of the PA 23.

6.4 The procurement is subject to the Council's own Standing Orders and Financial Regulations in respect of High Value Contracts given the services are valued at £3.45m. The estimated value of the Contract is therefore above the threshold for Goods and Services under the PA 23.

6.5 Contract Standing Order 95(a) provides that for contracts with an estimated value in excess of the Threshold specified for Goods and Services under the PA 23, tenders shall generally be invited in accordance with Procurement Legislation using the relevant procurement procedure by publishing the appropriate notice on the Central Digital Platform in accordance with Procurement Legislation and no later than any other advertisement placed in any other publication. However, as the contract between the two Authorities will be classified as a "Horizontal Arrangement" under the PA 23, Cabinet is empowered to rely on Contract Standing Order 84 (a), which specifies that subject to compliance with Procurement Legislation, Cabinet may agree an exemption from the requirement to procure in accordance with Contract Standing Orders where there are "good operational and/or financial reasons".

6.6 For the reasons detailed in paragraphs 6.2 and 6.3 it is not considered there is a breach of Procurement Legislation as Schedule 2, Paragraph 3 of the PA 23 permits the two authorities to enter into a Horizontal Arrangement. Moreover, Officers consider that there are good operational and financial reasons, as set out in section 3.2 of this report, for negotiating and awarding the proposed Inter Authority Agreement directly to Harrow Council rather than carrying out a formal tendering process.

## **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 Officers believe that there are no adverse implications of this proposal in respect of equality implications.

7.6 The introduction of this agreement replaces a similar arrangement and will enable continued provision of telecare which supports people with disabilities to live independently, supports older people in reducing the feelings of isolation, provides affordable support and enables people to retain their networks and social inclusion.

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

8.1 Officers are encouraged to ensure that the provision of telecare equipment – namely its installation, repair and collection is conducted wherever possible in the most environmentally sustainably way possible. This should factor in circular economy principles around repair and re-use rather than buying new, minimising energy use where possible, and utilising sustainable modes of travel, if transport is required, as part of the upkeep of equipment. Beyond this, there are minimal environmental sustainability implications for the proposal within this report.

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

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

## **10.0 Communication Considerations**

10.1 Internal communications will be reviewed to ensure that prescribers (social work staff) know that Harrow Careline is the provider and that the contact points and ordering process remain. Externally, customers should not be impacted as there will be no interruption or change to their service. In future, if there are pilot projects, or new developments, these will be notified directly to those involved.

**Report sign off:**

***Rachel Crossley***

Corporate Director, Service Reform  
and Strategy.

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