



SUMMONS TO ATTEND COUNCIL MEETING

Monday 14 September 2026 at 6.00 pm

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

Please note that this meeting will be held as a physical meeting with all members of the Council required to attend in person.

To the Mayor and Councillors of the London Borough of Brent and to each and every one of them.

I hereby summon you to attend the MEETING OF THE COUNCIL of this Borough.

KIM WRIGHT
Chief Executive

Dated: 4 September 2026 (republished on 8 & 14 September 2026)

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

For electronic copies of minutes and agendas please visit:
[Council meetings and decision making | Brent Council](#)

Limited space will be available at the meeting for the press and public to attend or alternatively it will be possible to follow the meeting via the live webcast. The link to follow proceedings via the live webcast is available [here](#)

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 a Prejudicial Interest (i.e. it affects a financial position or relates to determining of any approval, consent, licence, permission, or registration) then (unless an exception at 14(2) of the Members Code applies), 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 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 a 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, to a greater extent than the majority of other council tax payers, ratepayers or inhabitants of the electoral ward affected by the decision, 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 employs or has appointed any of these or in whom they have a beneficial interest in a class of securities exceeding the nominal value of £25,000, or any firm in which they are a partner, or any company of which they are a director
- any body of a type described in (a) above

Agenda

Apologies for absence.

1 Apologies for Absence

2 Minutes of the Previous Meeting

1 - 42

To confirm as a correct record, the minutes of the Council Meeting held on Monday 6 July 2026.

(Agenda republished to include the attached minutes on 14 September 2026)

3 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.

4 Mayor's Announcements

43 - 46

To receive any announcements from the Mayor, including (for reference) the list or petitions received and decisions taken under the Council's urgency procedure since the previous meeting.

(Agenda republished to include updated petition log on 14 September 2026)

5 Appointments to Committees and Outside Bodies and Appointment of Chairs/Vice Chairs

47 - 52

To agree any appointments to Committees and Outside Bodies (if any) in accordance with Standing Order 30 (g).

6 Deputations (if any)

To receive any deputations requested by members of the public in accordance with Standing Order 32.

Members are asked to note that two deputations are due to be presented at the meeting, relating to the following issues:

- (a) Progress towards divestment (requested by Sheila Guhadasan representing the Brent & Harrow Palestine Solidarity Campaign)
- (b) Engagement of council members in monitoring progress on the delivery of the Council's climate and biodiversity commitments and in setting future priorities in relation to Brents Climate & Ecological

Strategy and delivery plan (requested by Elaine Sheppard, representing Action on the Climate and Ecological Emergency (ACE) Brent)

7 Questions from Members of the Public 53 - 58

To receive and consider the question(s) submitted by the public for response by the relevant Cabinet Member, in accordance with Standing Order 33.

Members are asked to note that two public questions have been received, which have been circulated as part of the agenda along with the written responses provided.

8 Petitions

To consider any petitions with more than 200 signatures for which a request has been received for their presentation, in accordance with the Council's petition rules and Standing Order 66.

Members are asked to note that at the time of agenda publication there are no Petition(s) due to be presented at the meeting.

9 Motions 59 - 74

To debate the Group motions submitted in accordance with Standing Order 41.

Members are asked to note:

- The motions submitted for debate have been attached, in accordance with Standing Order 41(c).
- Where a motion concerns an executive function, nothing passed can be actioned until approved by the Executive or an officer with the relevant delegated power.

(Agenda republished to include the attached Group Motions on 8 September 2026 along with the amendments submitted by the Green Group on the Labour Group motion (attached as 9.1(a)) and by the Conservative and Liberal Democrats Group on the Green Group motion (attached as 9.3(a) and (b)) on 14 September 2026)

10 Questions from the Opposition and other Non-Cabinet Members 75 - 88

For questions to be put to members of the Cabinet by Opposition and Non-Cabinet Members in accordance with Standing Order 35.

Five advance notice questions have been received under this item, which have been attached along with the written responses provided.

Members are asked to note that this session will also include an opportunity (within the time available) for other Non-Cabinet members and the Opposition to ask questions of Cabinet Members without the need for advance notice.

11 Report from Chairs of Scrutiny Committees

To receive reports from the Chairs of the Council's Scrutiny Committees in accordance with Standing Order 36. The reports have been attached as follows:

11.1 Community & Wellbeing Scrutiny Committee 89 - 94

11.2 Resources & Public Realm Scrutiny Committee 95 - 110

(Agenda republished to include the update report from the Resources & Public Realm Scrutiny Committee on 8 September 2026)

12 Report from the Vice Chair of the Audit & Standards Advisory Committee 111 - 116

To receive a report from the Vice Chair of the Audit and Standards Advisory Committee updating Council on the work of the Committee, in accordance with Standing Order 37.

13 Treasury Management Outturn Report 2025-26 117 - 152

To receive a report from the Corporate Director of Finance & Resources detailing the 2025-26 outturn for the Council's Treasury Management Activities.

Members are asked to note that this report was received and noted by the Audit & Standards Advisory Committee on 27 July 2026 and is due to be considered Cabinet on 7 September 2026 and has been forwarded to Council in accordance with the Chartered Institute of Public Finance and Accountancy's Treasury Management in the Public Services: Code of Practice.

Ward Affected:
All Wards

Contact Officer: Oliver Simms, Head of Finance (Capital, Treasury and Commercial)
Tel: 020 8937 1679
Email: Oliver.Simms@brent.gov.uk

14 Changes to the Constitution 153 - 170

To receive a report from the Corporate Director Finance & Resources detailing a number of constitutional changes including the Planning

Scheme of Delegation, Council Procedure Rules and Members' Allowance Scheme.

Ward Affected:
All Wards

Contact Officer: Marsha Henry, Director of
Law and Monitoring Officer
020 8937 4078
Marsha.Henry@brent.gov.uk

15 s85 Resolution to approve reason for councillor non-attendance at meetings 171 - 174

This report seeks approval, pursuant to Section 85 of the Local Government Act 1972, to a reason for the non-attendance of a councillor at meetings of the Council, Cabinet, and committees or sub-committee arising from significant family health and wellbeing circumstances.

Ward Affected:
All Wards

Contact Officer: Amira Nassr, Deputy
Director, Democratic & Corporate Governance
020 8937 5436
amira.nassr@brent.gov.uk

16 Exclusion of the Press & Public

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

17 Urgent Business

At the discretion of the Mayor to consider any urgent business, in accordance with Standing Order 37(s).



Please remember to switch your mobile phone to silent during the meeting.

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



LONDON BOROUGH OF BRENT

Minutes of the ORDINARY MEETING OF THE COUNCIL
held in the Conference Hall, Brent Civic Centre on Monday 6 July 2026 at 6.00 pm

PRESENT:

The Worshipful the Mayor
Councillor Amer Agha MB BS, MSc, PHCM

The Deputy Mayor
Councillor Kanta Mistry

COUNCILLORS:

Aden	Ahmed
Ahmed	Alexandre
Amadi	Anderson
Bajwa	Blackman
Brown	Burn
M Butt	S Butt
Chadha	Chauhan
Choudry	Chowdhury
Clinton	Dar
De Souza	Dixon
Donnelly-Jackson	Do Rosario
Gallagher	Georgiou
Grahl	Hack
Ibrahim	Jansali
Johnson	Kansagra
Kelcher	Knight
Lorber	Madabhushi
Mahmood	Malonga
Maurice	McLeish
Mishra	Mitchell
Mulaisho	A.Patel
HB.Patel	J.Patel
N.Patel	Perrin
Rubin	Ryan
Shah	Thomas
Unger	Vakani
Want	Warsame

1. Mayors Introductory Statement

The Mayor welcomed all those present to the meeting and thanked everyone for their attendance.

2. **Change in Order of Business**

Before moving on to the main agenda, the Mayor informed members, in accordance with Standing Order 30, of a change in the order of business listed.

As a result of discussions which had taken place between the Group Leaders following the Annual Council Meeting, the Mayor advised that a number of constitutional changes had been proposed relating to the way in which Full Council meetings should operate moving forward as well as to the Scrutiny Function and Members Allowance Scheme. In order for these changes to take effect during the meeting, members were informed of the intention to move consideration of the report outlining the constitutional changes (listed as Item 13 on the agenda) as the first item of business.

It was therefore **RESOLVED** that:

- (1) The business to be considered at the meeting be re-arranged in the following order:
 - Agenda Item 1 – Report from the Corporate Director Finance & Resources on Changes to the Constitution
 - Agenda Item 2 will then be Apologies for Absence
- (2) The remaining items of business to then follow in the same order as listed on the agenda.

3. **Changes to the Constitution**

The Mayor then invited Councillor Muhammed Butt, as Leader of the Council, to introduce a report from the Corporate Director Finance and Resources detailing a number of proposed amendments to the Constitution in relation to the Council's existing scrutiny arrangements (Part 4 of the Constitution), including establishing an additional scrutiny committee with a housing remit; Full Council meeting standing orders (Part 2 of the Constitution) and the Members' Allowance Scheme (Part 6 of the Constitution).

In presenting the report, the Leader advised the changes had been designed to reflect the new political composition of the Council in terms of the Council's governance arrangements and discussion at the previous Council meeting relating to scrutiny arrangements. As such, members were advised the changes outlined did not represent a full rewrite of the Constitution but a more targeted set of amendments, which had been informed by cross party discussion facilitated through the reconstituted Constitution Oversight Group (GOG). Additional matters would continue to be progressed as part of the ongoing COG work programme with the changes outlined intended to make better use of the time available at Full Council meetings as well as making the arrangements for debate clearer and more manageable and continuing to provide opportunities for public participation,

members questions, scrutiny updates and motions based on a more focussed process allowing more time for debate on key issues.

In addition, members were advised the report included a number of proposals relating to the Members Allowance Scheme, designed to reflect the establishment of a new scrutiny committee, changes to councillor pension arrangements following national legislation as well as the work of Group Leaders and Whips/Group Managers across each of the four political groups represented on the Council all of which, it was pointed out, would continue to be managed within the existing budget provision.

In commending the proposed changes to members, Councillor Muhammed Butt ended by highlighting the living nature of the Constitution which he pointed out would remain subject to ongoing review and refinement as the Administration progressed and with the current amendments felt to represent a practical and proportionate approach reflecting the more plural nature of the council following the local election.

The Mayor thanked the Leader for introducing the report and as no other members indicated they wished to speak and no need was indicated to exercise a right of reply, then moved to put the recommendations in the report to the vote which were declared **CARRIED**.

Council therefore **RESOLVED**:

- (1) To approve the changes to the Constitution as set out in the report and the accompanying appendices.
- (2) To authorise the Monitoring Officer/Director of Law to amend the Constitution accordingly, including making any necessary incidental or consequential changes.

4. **Apologies for Absence**

Returning to the order of business on the agenda, the Mayor reported that an apology for absence had been received from Councillor Ahmadi Moghaddam.

An apology for lateness was also received from Councillor McLeish.

6. **Minutes of the Previous Meeting**

It was **RESOLVED** that the minutes of the of the Annual Council meeting held on Monday 20 May 2026 be approved as a correct record.

6. **Declarations of Interest**

There were no other declarations of interest made during the meeting.

7. **Mayor's Announcements**

The Mayor made the following announcements:

(i) Organisation to be supported through the Mayor's Charity Appeal 2026-27

The Mayor opened his announcements by advising members of the charity he would be supporting through his fundraising activity during 2026-27, which would be the Asian Women Resource Centre.

Highlighting their base within Harlesden, the Mayor was keen to outline the important role the organisation played in providing free, confidential support to Black, Asian and minority ethnic women and children, particularly those affected by domestic abuse, forced marriage and honour-based violence, which included a range of services such as advocacy, welfare and housing advice, immigration support, outreach, and group programmes with culturally sensitive assistance. Given the impact of the support provided he hoped members would support his fundraising efforts during the remainder of his year in office.

(ii) Kings Birthday Honours List

Moving on, the Mayor then asked members to join him in congratulating all those linked with Brent who had received an honour on the Kings Birthday Honours list for 2026.

(iii) Pride Flag Raising

In terms of other engagements, the Mayor advised he had also been pleased to join staff, councillors, residents and community representatives in celebrating Pride month at the annual LGBTQ+ Flag Raising ceremony at the start of June 2026.

(iv) Petitions and Decisions taken under the Council's Urgency Procedure

In ending his announcements, the Mayor drew members attention to the list of current petitions received and logged by the Governance & Scrutiny Team since the last update as well as decisions taken under the Council's urgency procedure, as tabled at the meeting, in accordance with Standing Orders.

8. **Appointments to Committees and Outside Bodies and Appointment of Chairs/Vice Chairs**

As the next item, the Mayor then referred members to the list of changes circulated in relation to appointments to Council Committees and other bodies.

Having considered the changes outlined it was **RESOLVED**:

(1) To approve the following changes in committee membership:

(a) Councillor Perrin to replace Councillor Mitchell as the Green Groups full member on the Audit & Standards and Audit & Standards Advisory Committee.

(2) Councillor Jayanti Patel to replace Councillor Kansagra as the Conservative Groups full member on the Audit & Standards and Audit & Standards Advisory Committee.

- (3) Councillor Mitchell to replace Councillor Perrin as one of the Green Groups substitute members on the Audit & Standards and Audit & Standards Advisory Committee.
- (4) Councillor Rubin to replace Councillor Thomas as Chair of the Corporate Parenting Committee.
- (5) With no other nominations received, that Councillor Hack fill the vacancy as Chair and Councillor Thomas fill the vacancy as Vice Chair on Kilburn Brent Connects.
- (6) Councillor Muhammed Butt to replace Councillor Grahl as the Council's nominated representative on the London Councils Greater London Employment Forum with Councillor Grahl to replace Councillor Muhammed Butt as deputy.
- (2) To approve the following change in membership on outside bodies:
 - (a) Councillors Johnson, Mahmood and Rubin to fill the vacancies on the Agreed Syllabus Conference and Standing Advisory Council for Religious Education (SACRE).

9. **Deputations (if any)**

The Mayor advised that he had accepted requests for the presentation of two deputations at the meeting, which had been received in accordance with Standing Order 32.

The deputations to be presented, were highlighted as follows, with the Mayor advising that unless otherwise indicated by members, he intended to allow up to five minutes for the presentation of each deputation before then providing the relevant Cabinet Member up to three minutes to respond on each matter.

1st deputation – Maintenance and upkeep of South Kilburn

2nd deputation – Progress on delivery of South Kilburn redevelopment including the impact on Granville Recreation Ground and other green spaces and how the programme links with Brent's wider policies in terms of the climate emergency, air pollution and biodiversity.

9.1 1st deputation – Maintenance and Upkeep of South Kilburn

Having confirmed the process to be followed, the Mayor welcomed Pete Firman to the meeting to present the first deputation.

In introducing the deputation, Pete Firman advised that whilst he served as Chair of a Tenants Association in South Kilburn and sat on the Residents Panel, the views being presented were his own, although they reflected concerns shared by many residents living within South Kilburn. As initial context he began by referring to previous reviews undertaken by the Community and Wellbeing Scrutiny Committee where the importance of placing tenants at the centre of everything the Council did had been recognised and acknowledged with safe, secure and decent homes

identified as forming the foundation of a fair and thriving borough. Whilst acknowledging these principles, he expressed concern that the lived experience of many residents in South Kilburn did not reflect these ambitions.

Members were advised that despite a number of newly constructed developments within South Kilburn receiving architectural recognition and awards, residents continued to experience a range of significant defects and management issues. These included the lengthy remediation works being undertaken to address cladding and ongoing problems relating to mould, heating and hot water systems with concerns also highlighted regarding the overall quality, affordability and size of the new homes being provided. As an example, it was pointed out that some residents who had moved into newly developed properties had actually felt their previous council homes had provided a better living environment.

Attention was also drawn to wider concerns regarding the pace and delivery of regeneration across the area. Members heard that two blocks still required substantial refurbishment works and that action in relation to the Granville New Homes blocks remained outstanding despite recommendations having been identified several years earlier. Residents were continuing to experience utility failures together with the operation of a 24-hour fire watch. Concern was also expressed regarding the management of contractors and the continued awarding of contracts to developers involved in original construction works which were still experiencing significant defects.

The deputation further highlighted concerns regarding the management of decanted properties and the impact this was having on remaining residents. It was felt that insufficient measures had been taken to secure empty flats, resulting in incidents of squatting, anti-social behaviour and wider community safety concerns. Examples provided included incidents affecting commercial premises in Stafford Road, where business owners had suffered significant disruption and financial losses following flooding and damage linked to unauthorised occupation of vacant buildings.

Members were advised that concerns also existed regarding the overall outcomes of the regeneration programme. Whilst substantial numbers of new homes had been delivered, it was argued that the level of genuinely affordable social rented housing available at the completion of the regeneration programme would be little different from that available before the programme commenced. Concern was also raised regarding the delivery and marketability of higher-value private housing resulting in approval for some properties to now be disposed of via a US-based private equity company. The wider social impact of regeneration and gentrification was also highlighted, including concerns regarding affordability pressures on existing communities.

In addition, concerns were raised regarding community infrastructure commitments that residents believed had not been fully realised. These included aspirations for additional health facilities, a sports centre and a community centre. Whilst a new GP surgery had been delivered, this was described as having been completed later than anticipated, with other promised facilities yet to materialise. In continuing, a number of environmental and estate management issues across South Kilburn were also highlighted with particular reference made to longstanding refuse accumulation problems, including the condition of the former Job Centre site on

Cambridge Avenue. Highlighting that residents had repeatedly requested action over a prolonged period before formal enforcement action was eventually pursued, concerns remained regarding the effectiveness of the response. Further concerns were raised regarding coordination between the various housing associations operating across the area and the ongoing lack of clarity regarding responsibility for maintenance of communal spaces and infrastructure.

The deputation also highlighted a number of operational and safety-related concerns affecting residents on a day-to-day basis, including reports of prolonged delays in repairing accessibility equipment including a stairlift, replacing damaged doors and windows, servicing fire safety equipment and addressing issues relating to fire-compliant entrance doors, with members advised that residents often experienced significant delays in obtaining information or securing resolution of the types of matters highlighted. Concerns were additionally raised regarding engagement with residents affected by the HS2 vent shaft development in South Kilburn with reference made to residents of Alpha House, who had received correspondence regarding monitoring works associated with tunnelling activities. It was felt that communication and reassurance from the Council regarding these impacts had been insufficient. More generally, concerns were expressed about the availability of community spaces for residents' associations and the extent to which resident involvement was reflected in decision-making and service delivery.

In concluding the deputation, Pete Firman referred to a recent example where a Council officer had facilitated remedial works to address a number of longstanding issues which had remained unresolved for several years. Whilst welcoming the action taken, concern was expressed that the intervention had arisen primarily through the personal initiative of the officer involved. It was argued that this illustrated wider systemic issues regarding service delivery and responsiveness with a call for the Council, in response, to ensure that its stated commitments to residents were reflected consistently through service provision and regeneration delivery.

The Mayor thanked Pete Firman for presenting the deputation and then invited Councillor Kelcher (Cabinet Member for Regeneration and Planning) to respond.

In responding, Councillor Kelcher began by thanking Pete Firman for raising the concerns outlined and acknowledged the importance of South Kilburn as one of the most significant regeneration programmes within the borough. He advised members that, having recently assumed responsibility for the regeneration portfolio, he recognised both the strength of feeling within the local community and the scale of the challenges faced by residents. Whilst noting that he was still developing a detailed understanding of all aspects of the programme, Councillor Kelcher advised that his first site visit as Cabinet Member had been to South Kilburn, reflecting the priority he attached to the area and assured members and residents of his commitment to maintaining a visible presence within the community, undertaking further visits and engaging directly with residents in order to gain a more comprehensive understanding of the issues being experienced.

Addressing the specific points raised within the deputation, Councillor Kelcher acknowledged the seriousness of concerns relating to cladding remediation and fire safety. Members were advised that Government funding had now been secured to support the required works and that whilst interim fire safety measures remained in

place, the Council's objective was to progress towards permanent solutions as quickly as possible. The concerns raised in relation to the management of vacant properties, anti-social behaviour and the impact on residents remaining within partially decanted blocks were also recognised with an acknowledgment (reflecting on his families own personal experience) that residents should not be left living in uncertainty for prolonged periods and that improvements were required in the way these situations were managed.

In further acknowledging the complexity of working with multiple development and housing providers across the regeneration area, Councillor Kelcher outlined the efforts being made to strengthen accountability and oversight through partnership arrangements and future delivery models in order to improve performance and ensure a more consistent standard of service. These included the work to not only secure a single delivery partner but also development of the Housing Compact, being led by Councillor Johnson as Cabinet Member for Housing, Homelessness and Renters.

In concluding his response, Councillor Kelcher assured members that the concerns raised had been heard and carefully noted and reaffirmed his commitment to working with officers and residents to address the issues identified advising that he would be keen to meet with the South Kilburn Residents Panel in order to continue discussions and better understand residents' experiences ahead of future decisions affecting the area based on the South Kilburn regeneration programme remaining a key priority for the Council.

Having thanked Councillor Kelcher for his response, the Mayor advised that concluded consideration of the first deputation and then moved on to invite Leslie Benson (representing Granville Community Kitchen) to present the second deputation.

9.2 2nd deputation – Progress on delivery of South Kilburn redevelopment including the impact on Granville Recreation Ground and other green spaces and how the programme links with Brent's wider policies in terms of the climate emergency, air pollution and biodiversity.

The Mayor then invited Leslie Benson (representing Granville Community Kitchen - GCK) to present the second deputation concerning the future of the Granville REC and proposals affecting the site as part of the ongoing South Kilburn regeneration programme.

In thanking the Mayor for the opportunity to address the meeting, Leslie Benson began by acknowledging the issues highlighted by Pete Firmin in the previous deputation relating to the wider challenges experienced in South Kilburn over many years before focusing attention on the Granville REC (Granville Recreation Ground), which he advised was a small community green space located on Granville Road. Members were advised that the site had originally been created in 2009 following the development of Granville New Homes replacing a larger area of open space that had been lost during redevelopment works. Despite its intended purpose, a lack of funding to manage the space had resulted in the area falling into disrepair and becoming associated with antisocial behaviour before ultimately being closed around 2011. The site subsequently remained unused and neglected until 2023 when it had temporarily been allocated to Granville Community Kitchen for

community growing activities following the loss of the organisation's previous gardening space during regeneration works. Having taken responsibility for the site, volunteers and community members had undertaken significant work to restore and revitalise the area, transforming an overgrown and abandoned space into a thriving community asset. Highlighting the positive outcomes achieved through community management of the site, Leslie Benson advised that the Granville REC now provided a valuable resource supporting residents' physical and mental wellbeing, environmental sustainability and community cohesion. The space had been used for educational activities, food-growing projects, volunteer programmes and community events serving a wide range of local residents, including children, families, older people, refugees and individuals experiencing mental and physical health challenges. The site was also viewed as contributing to local economic wellbeing through volunteer training, skills development and food production initiatives. In outlining the scale of activity currently taking place, members were advised that during 2025 the site had accommodated:

- 407 visitors participating in organised educational visits.
- 275 school learners and 1,102 educational sessions.
- Two community open events attended by more than 100 residents.
- Regular volunteer sessions operating twice each week.
- Activities delivered in partnership with organisations including Brent Family Services, Salisbury World Refugee Project, Princess Road Tenants and Residents Association and Kilburn Co-operative.
- The production of more than 100 kilograms of vegetables distributed amongst volunteers, community meals and local residents.

Turning to the current regeneration proposals impacting on the site, Leslie Benson reminded members that the current plans involved the construction of 16 new family homes on the Granville REC site. Whilst acknowledging that a replacement open space had been proposed located to the edge of the estate near Kilburn Park Underground Station, concerns were expressed that the alternative provision would not adequately replace the existing community green space. Members were informed that the proposed new area, whilst larger in overall size, would incorporate roads, parking spaces and a more formal landscaped design which, it was felt would diminish its value as a community-focused natural environment. As result, Leslie Benson advised that the deputation was seeking to outline a number of specific objections to the proposals which included:

- The loss of a centrally located community asset that was easily accessible to residents throughout the South Kilburn Estate.
- Reduced usability of the replacement space due to the inclusion of roads, parking and segmented recreational areas.
- The perceived conflict between the proposals and Brent Council's declared objectives relating to climate action, air quality, green infrastructure and health equity.
- The loss of biodiversity associated with mature trees, natural vegetation and established wildlife habitats currently present within the Granville REC.
- The reduction in opportunities for community growing, environmental education and informal recreation.
- Concerns that the proposed replacement area would represent a more formal and less ecologically diverse landscape.

Members were advised that residents and community organisations had therefore requested amendments to the plans in order to preserve the existing REC as a permanent public park. Reference was also made to a petition supporting retention of the site which had attracted nearly 1000 signatures. In concluding Leslie Benson (supported by an expression of support from attendees in the public seating area at the meeting) hoped members would listen to local residents and community groups, reconsider the current proposals and seek opportunities to protect existing green space within what was described as an increasingly high-density urban environment.

The Mayor thanked Leslie Benson for presenting the deputation and once again invited Councillor Kelcher, as Cabinet Member for Regeneration and Planning, to respond.

In response, Councillor Kelcher began by recognising the strength of feeling expressed by local residents and acknowledged the important contribution made by community gardening initiatives in supporting health, wellbeing and community cohesion. Drawing on experience from his own ward, he highlighted the value of shared outdoor spaces, particularly for residents living in high-density housing with limited access to private gardens. The opportunity was also taken to update members on regeneration activity within the wider Granville area, including visits undertaken earlier that day to local facilities such as the nursery, affordable workspace provision and rooftop growing space.

Whilst recognising the importance of the Granville REC, Councillor Kelcher felt it was also important to highlight that the redevelopment proposals outlined would deliver 16 new family-sized social homes, which he considered represented a significant opportunity to improve housing outcomes for local families, with the Council remaining committed to achieving an appropriate balance between housing delivery and the retention of valued community spaces.

In recognising the strength of local feeling, Councillor Kelcher assured Leslie Benson and those present in support of the deputation that further engagement with residents and stakeholders would continue over the coming months to ensure views were fully considered and to explore potential adjustments capable of enhancing the overall proposals, underlining the importance of ensuring any replacement open space delivered the maximum possible benefit for residents whilst also supporting wider community objectives.

In addressing the environmental concerns highlighted, Councillor Kelcher also reaffirmed the Council's commitment to its climate objectives and outlined the role of wider regeneration initiatives, including the South Kilburn heat network, in contributing towards cleaner, more affordable and sustainable energy provision for local residents. Whilst acknowledging that difficult choices often needed to be made between competing priorities, an assurance was provided that all relevant environmental, housing and community considerations were being carefully evaluated as part of the decision-making process.

In concluding, Councillor Kelcher reiterated his commitment to continued dialogue with residents and community organisations and thanked Leslie Benson and supporters of the Granville REC for their contribution to the discussion.

Having thanked Councillor Kelcher for his response, the Mayor advised that concluded consideration of the deputations listed on the agenda and, in once again thanking all those who had participated for their contribution, then moved on to deal with the next item of the agenda.

10. Questions from Members of the Public & Brent Youth Parliament

10.1 Questions from the Public

The Mayor advised that two questions had been received from members of the public, which were as follows:

Question 1 from Chi Wong to Councillor Johnson (Cabinet Member for Housing, Homelessness and Renters) regarding support available to Private Sector tenants under the Renters Right Act.

Question 2 from Ranya Dauteva to Councillor Johnson (as Cabinet Member for Housing, Homelessness and Renters) regarding the assessment of housing need and Councillor Amadi (as Cabinet Member for Communities, Culture and Cost of Living Support) regarding the blue badge assessment process.

The Mayor advised that whilst the members of the public who had submitted questions had been given the opportunity to attend the meeting in order to ask a supplementary question both had, unfortunately, been unable to do so. In thanking both for the questions submitted, members were advised that written responses had been provided, which were noted at the meeting. With no further questions to be considered, he then moved on to deal with the question submitted by Brent Youth Parliament.

10.2 Questions from Brent Youth Parliament

The Mayor advised that the following question had been received from Brent Youth Parliament:

Question 1 from Brent Youth Parliament to Councillor Rubin, Cabinet Member for Children Services, Employment & Climate Action, relating to progress on introduction of the Educational Maintenance Allowance.

The Mayor thanked Brent Youth Parliament (BYP) for their question, with members noting the written response provided, and advised that representatives from the Youth Parliament had also been invited to attend the meeting in order to ask a supplementary question. As a result, the Mayor welcomed George Main Sin from BYP to the meeting who asked the following supplementary question.

Question 1 Supplementary Question from George Main Sin to Councillor Rubin, Cabinet Member for Children Services, Employment and Climate Action regarding eligibility for the Education Maintenance Allowance (EMA)

Having thanked Councillor Rubin for his written response, George Main Sin highlighted the reference included to the development work being undertaken in relation to introduction of the EMA, including eligibility, and sought further detail on

the process and how the Council would ensure that all eligible young people were made aware and able to access the Allowance, once introduced.

In response, Councillor Rubin thanked Brent Youth Parliament for the question and work they were continuing to undertake to represent young people across the borough highlighting the personal significance of EMA having received the allowance himself whilst studying, prior to its withdrawal by the Coalition Government in 2010. Reference was made to the current Government's wider investment in young people, including the roll-out of free breakfast clubs and free school meals for primary school children, with the Council seeking to build on this by introducing an EMA for eligible young people locally. Whilst confirming that the detailed eligibility criteria was still subject to final modelling, analysis and development of costed options, an undertaking was given to attend an upcoming Brent Youth Parliament session to discuss the scheme further and to work on a communications campaign to ensure all eligible young people were made aware of the allowance once introduced.

The Mayor also took the opportunity to acknowledge and commend BYP for the work undertaken in seeking to represent young people across the borough and, in outlining his support for the contribution made, thanked Councillor Rubin for his response and George Main Sin for attending the meeting to ask the supplementary question. With no further questions to be considered, the Mayor advised that concluded the public question session.

11. Petitions

The Mayor advised that no requests for the presentation or debate on any petitions had been received for consideration at the meeting.

12. Motions

Before moving on to consider the motions listed on the summons, the Mayor advised members that under the new arrangements agreed as part of the changes to Council Procedure Rules agreed earlier in the meeting a total of 60 minutes had now been set aside for consideration of motions submitted for debate. Members were reminded that provision had now been made for the consideration of three Group motions at each Council meeting, based on an allocation across each meeting agreed between the respective Groups. Under the allocation agreed, this had involved motions being submitted for debate at the meeting by the Labour, Conservative and Liberal Democrats Groups, with a total of 20 minutes now provided for the debate on each one.

On the basis of the changes agreed, the Mayor then moved on to consider each motion in turn.

12.1 1st Motion (Labour Group) – Declaring a Gambling Harms Emergency in Brent

The Mayor invited Councillor Bajwa to move the first motion which had been submitted on behalf of the Labour Group. Councillor Bajwa began by highlighting the importance of the motion in recognising the harm associated with gambling as not only a public health crisis but also a community safety issue and something that

needed to be confronted working together. In recognising the concerns raised by residents across Brent at the spread of betting shops and adult gaming centres on High Streets and in Town Centres including Wembley, Willesden, Kilburn and Harlesden, Councillor Bajwa also reflected on the impact of these gambling premises being located within communities experiencing some of the greatest need across the borough, with 81 licensed gambling premises currently located with Brent.

Referring to the impact of gambling harm in relation to not only health and wellbeing but also in terms of financial and family pressure, mental health and community safety, Councillor Bajwa advised the motion was seeking to move from campaigning alone to provide a co-ordinated council-wide response based around a Gambling Harms Strategy. Members were advised the Strategy had been proposed as a means of increasing understanding about the scale of the problem in Brent and structuring resource to support prevention, advice and ensure licensing, planning, public health, schools, community safety, debt advice and resident services were all supporting each other under a co-ordinated approach.

In commending the former Deputy Leader of the Council (Mili Patel) for the work already undertaken in seeking to raise awareness and co-ordinate a response to address the issues identified, members were reminded that Brent had also sought to take a lead nationally working with residents, campaigners, MPs, charities, public health experts and more than 40 councils with Andy Burnham MP also an early backer of the campaign and the motion therefore focussed in pushing for change at a national as well as local level. In commending the motion to Council, Councillor Bajwa ended by advising members that it was not intended to moralise and instead was focussed in seeking support for an approach that would provide the necessary powers locally to address the harms associated with gambling in a fair and open way.

The Mayor thanked Councillor Bajwa for moving the motion and then invited other members to speak, with the following contributions received.

In opening the debate Councillor Burn, speaking in support of the motion, began by reflecting on refusal of a recent gambling licensing application for premises on Walm Lane, Willesden highlighting the value of cross-party and community collaboration in securing that outcome and what could be achieved when political groups, residents, businesses and community organisations worked together to oppose these type of premises and applications. Referring to the significant level of public opposition generated against the application, he felt this demonstrated the depth of concern within the local community and whilst recognising the requirement for applications to be determined in accordance with local Licensing objectives and the evidence presented, he encouraged continued engagement from all relevant stakeholder in seeking to respond to future applications. In terms of the wider issues outlined within the motion, Councillor Burn supported the focus beyond individual licensing decisions on achieving national legislative reform and welcomed the action being taken by the current Labour Government and ongoing campaign being led by Brent East's MP in seeking amendments to gambling legislation, which he hoped would be supported as a means of strengthening regulation and reducing gambling-related harm.

As a further contribution, Councillor Maurice (speaking on behalf of the Conservative Group) advised they would also be supporting the motion, recognising the significant harm that betting shops and adult gaming centres caused to individuals, families and communities. Whilst supporting the motion, he felt it was also important to acknowledge the wider historical context pointing out that the expansion of gambling premises had been facilitated through changes introduced by a previous Labour Government and contrasted this with the approach of the last Conservative Government in introducing a requirement for planning permission to be obtained when seeking a change of use relating to the establishment of gambling premises. Recognising the social harms arising from gambling, Councillor Maurice also supported the need for stronger national measures suggesting that gambling should be regulated in a similar way to smoking, including tighter restrictions on advertising and warnings regarding the associated risks. In summing up, he reiterated the Conservative Group's support for the motion whilst urging the Government to bring forward more robust legislation to tackle gambling harm and protect vulnerable residents.

Speaking on behalf of the Liberal Democrat Group, Councillor Georgiou also confirmed his Groups support for the motion whilst also reflecting on the role previous Labour Governments had played in facilitating the growth of gambling premises through the Gambling Act 2005 and its "Aim to Permit" licensing framework, which he felt needed to be recognised when discussing the current challenges faced by councils in controlling the concentration of gambling premises on local high streets. Despite these concerns, Councillor Georgiou advised that the Liberal Democrat Group fully recognised the significant harms associated with gambling and the disproportionate impact experienced by residents living in less affluent communities. Referring to town centres such as Willesden Green, Wembley and Kilburn, he highlighted the continuing concentration of betting shops and also welcomed the recent refusal of the licensing application for the gambling premises in Walm Lane, emphasising the importance of all stakeholders working collectively to address gambling harm within Brent.

Speaking next on behalf of the Green Group, Councillor Gallagher also welcomed the motion but felt that any declaration of a gambling harms emergency should only be seen as the first step in a wider programme of action. Whilst recognising the efforts made locally, concern was expressed about the continued influence of the gambling industry at a national political level and need for strong leadership to achieve meaningful reform. The opportunity was also taken to pay tribute to local campaigners whose personal experience had informed the ongoing campaign to recognise and tackle gambling-related harm. As an example, of the concerns being highlighted reference was made to the operation of many gambling establishments, including cash-based operations, limited retention of CCTV footage and financial incentives provided to staff along with the estimates produced by GambleAware regarding the economic costs associated with gambling harm. In support of the need for reform, Councillor Gallagher called for a revised Gambling Act providing greater powers to refuse new licensing applications for gambling premises, the ability to recover administrative and legal costs associated with licensing activity and the introduction of levies capable of funding prevention, support and treatment services as opposed to the costs falling on local authorities and public health services. She also advocated for restrictions relating to machine speeds, stake levels and taxation arrangements designed to reduce the commercial viability of

gambling premises, with members therefore urged to use the motion as a catalyst for broader change.

Councillor Dixon then spoke (as Cabinet Member for Community Safety & Public Health) to highlight her support for the motion and, in doing so, also took the opportunity to pay tribute to former Deputy Leader Milli Patel for her leadership in raising awareness of gambling harms and championing reform both locally and nationally. Whilst recognising that the motion was focussed on a gambling harms emergency, she felt it also reflected a more fundamental and broader issue in relation to securing freedom from harm and the protection of vulnerable individuals from an industry which benefited from financial distress, isolation and often addiction. Referring to Brent's Joint Strategic Needs Assessment, Councillor Dixon highlighted evidence demonstrating the significant financial, health and social costs associated with gambling harm locally, noting that the prevalence and impact of gambling addiction had increased considerably during recent years with the impact often hidden from view and extending beyond individuals to affect entire families and communities. In support of the wider approach outlined in the motion, members were advised of the active contribution being made by Brent's Public Health team towards research and awareness-raising initiatives in relation to gambling harms, including funding provided towards the research and report produced by the Social Market Foundation. This had been supported by communication campaigns across the borough encouraging people to stop and reflect before gambling., in an effort to prevent it becoming normalised by its visibility with further evidence highlighted at the inequality related to gambling harm and data suggesting residents from minority ethnic communities were being disproportionately affected. In concluding Councillor Dixon made reference to a quote from local a resident who had explained how financial desperation often drove individuals towards gambling in the hope of escaping poverty, despite frequently resulting in even greater hardship and urged all members to support the motion in seeking to deliver a Strategy that would provide a co-ordinated council-wide response whilst also supporting prevention and ensuring residents in crisis received the support needed.

As a further contribution, Councillor Dar also expressed his support for the motion, particularly welcoming proposals relating to Gambling Impact Assessments, which he felt would provide councils with the practical tools needed to support evidence-based decision-making and address concerns regarding the concentration of gambling premises within particular communities. Recognising the strength of opposition within local communities to the proliferation of gambling premises, he pointed out the priorities expressed by residents in support of high streets that felt safe and welcoming and which supported a diverse range of local businesses, which the expansion of gambling premises was not felt to contribute towards. He therefore highlighted the importance of assessing cumulative impacts rather than viewing applications solely on an individual basis. In welcoming Brent's role in seeking to secure national reform, he concluded by emphasising the need for Government to introduce the proposed powers swiftly, stating that local authorities and communities should be trusted to help shape the future character of their high streets.

Councillor Alexandre then spoke, also in support for the motion, to reflect on what she regarded as continuing stigma surrounding gambling addiction. Whilst acknowledging the significant progress made in improving public understanding of

other addictions, she felt the harms associated with gambling remained hidden despite affecting many households across the borough with many residents likely to be experiencing serious gambling-related difficulties given the number of premises operating across the borough. In support of the proposed Gambling Harm Strategy the need was highlighted for a focus on greater and long-term investment in prevention, education and support services designed to help residents affected by gambling addiction with particular emphasis on educating younger people regarding gambling-related risks and ensuring alternative opportunities and activities were available within local communities. In support of the regulatory reforms also being sought, Councillor Alexandre was also keen to ensure that the gambling industry was required to contribute more directly towards funding the public health response with concerns (in this respect) highlighted regarding political donations being provided by the gambling industry, which it was felt also need to be addressed.

As a final contribution, Councillor Grahl, (as Deputy Leader and Cabinet Member for Finance & Resources) welcomed the debate and acknowledged the points raised regarding the need for national policy reform. In commending the important role played by her predecessor (Milli Patel) in building support for reform across Councils and Members of Parliament it was felt this collaborative approach had been crucial in securing greater national attention on the issue. Whilst recognising the broader impacts of gambling harm, Councillor Grahl was specifically keen to focus on the associated consequences for children and young people, expressing concern at the growing mental health challenges already faced by many young people with the exposure to gambling activity and gambling-related advertising having the potential to normalise harmful behaviours from an early age. which increased access to online technologies and screen-based activities were felt to have further exacerbated. In concluding and commending the motion to members, Councillor Grahl welcomed the national campaign for reform and hoped all members would support the approach in seeking to advocate for a society in which the health and wellbeing of residents, particularly children and young people, were prioritised above the commercial interests of large gambling operators.

In drawing the debate to a close, the Mayor invited Councillor Bajwa (as mover of the original motion) to exercise their right of reply. Given the support expressed Councillor Bajwa indicated she did not intend to exercise a right of reply, with the Mayor therefore moving to put the motion straight to the vote which was unanimously declared **CARRIED**.

It was therefore **RESOLVED** to approve the following motion:

“Declaring a Gambling Harms Emergency in Brent

This Council notes:

- That gambling harm is a public health, community safety and issue of pride in Brent, with a visible concentration of betting shops and adult gaming centres in our most deprived communities.
- That Brent’s Joint Strategic Needs Assessment identified the financial, health and social costs of gambling harm locally, including its links to debt, poor mental health, family breakdown, crime and inequality.

- That Brent has led a national campaign for gambling reform, working with over 40 councils, alongside Dawn Butler MP and Andy Burnham MP to call for a five-point plan for change, including stronger local licensing powers, the removal of the outdated “aim to permit” duty, greater public health oversight and tougher enforcement.
- That Brent Council sponsored the Social Market Foundation report ‘*High Streets at Stake*’, which highlighted the growth of adult gaming centres and the weakness of the current licensing framework.
- The impact of this campaigning in securing a change in the law, with the Government legislating for Gambling Impact Assessments, so that when enacted, councils can introduce presumption against new premises licences in vulnerable areas.

This Council believes that:

- Gambling harm should be treated as a serious public health emergency.
- Residents should not have to watch their high streets permeated with gambling premises while councils are left with limited powers to act, and where residents and councils do not want gambling premises, they should have the power to say no.
- Residents and community leaders in Wembley, Willesden and Kilburn should be thanked for speaking with one voice in opposition to the further spread of gambling premises.
- With 81 licensed gambling premises in Brent, it is easier to find a betting shop or adult gaming centre than a supermarket. Any limited business activity these premises bring is far outweighed by the wider harm they cause.
- The growth of the gambling industry should not be supported in our borough and that every lawful tool available should be used to create a hostile environment to its entrenchment.

This Council resolves to:

- (1) Declare a gambling harms emergency in Brent and launch a Gambling Harms Strategy, setting out a joined-up approach across licensing, planning, public health, community safety, schools, debt advice and resident support.
- (2) Welcome the new Gambling Impact Assessment powers and urge Government to set a commencement date as soon as possible, so the new provisions can be implemented without delay and operators cannot rush applications through under the old regime before councils are equipped to act.
- (3) Write to major landowners in Wembley reiterating the Council’s opposition to gambling advertising and the normalisation of gambling in public spaces.

- (4) Write to the Gambling Commission challenging its hands-off approach to local licensing, making clear that Brent believes communities and their elected representatives, not distant regulators or the courts, should have the strongest voice in deciding what venues are on their high streets.
- (5) Continue working with residents, MPs, councils and campaigners across the country to push for a new Gambling Act that puts public health first."

12.2 2nd Motion (Conservative Group) – Strategic Community Infrastructure Levy: Transparency, Strategic Use and Scrutiny

The Mayor then invited Councillor Jayanti Patel to move the second motion, which had been submitted on behalf of the Conservative Group. As context to the motion, Councillor Jayanti Patel began by highlighting the importance of Strategic Community Infrastructure Levy (SCIL) funding as a significant public resource generated through development activity to support the provision of necessary associated infrastructure and growth across the borough. Whilst recognising the value of SIL as a funding mechanism, he advised the motion was seeking to highlight concerns at what was perceived to be a lack of transparency surrounding the way in which SCIL funding allocations were made and communicated, limiting opportunities for proper scrutiny and engagement. This included what was felt to be a lack of clarity regarding the justification for the funding of specific schemes and how they related to development pressures alongside a perceived lack of visibility regarding expected outcomes and delivery timescales.

In order to maintain public confidence in the use of SCIL, Councillor Jayanti Patel advised the motion was seeking greater openness regarding how decisions were reached and funding priorities were established and to strengthen governance arrangements by requiring all significant SCIL funding reports to include a clear justification demonstrating how proposals related to growth-related infrastructure needs and to ensure Group Leaders were provided with advance briefings on major allocations prior to them being taken forward for consideration and approval. In commending the motion to members, Councillor Jayanti Patel felt the measures outlined reflected a practical and reasonable approach designed to improve accountability, rebuild confidence and ensure that SCIL funding was managed in a transparent, strategic and collaborative manner.

Having thanked Councillor Jayanti Patel for moving the motion, the Mayor then drew members attention to two amendments submitted in relation to the motion. Members were advised the first of these was from Councillor Clinton on behalf of the Liberal Democrats Group and the second from Councillor Mitchell on behalf of the Green Group, with both having been circulated in advance of the meeting. He then invited each amendment to be moved in the order received.

In moving the first amendment, on behalf of the Liberal Democrats Group, Councillor Clinton began by thanking the Conservative Group for bringing forward the original motion which, in his view, reflected principles that all Groups should be able to support. As such, he advised that the Liberal Democrat amendment had been designed to complement the original motion through the addition of two specific proposals. The first of these related to a review of SCIL funding that had been allocated but remained unspent, with concerns expressed that the allocation of that funding had been undertaken by a previous Administration without was felt

to now be the level of consultation and transparency being advocated for within the motion. Given the new political composition of the Council, it was therefore felt reasonable that Group Leaders should be briefed and consulted regarding the status and delivery of these outstanding projects. The second proposal focused specifically on highways infrastructure, with Councillor Clinton highlighting the backlog of road and pavement repairs across Brent requiring high-priority intervention on which it was felt the level of major development across growth areas had inevitably increased pressure and SIL therefore represented an appropriate funding stream to address the impact. Support was therefore expressed for the principle that a proportion of SCIL resources be directed towards planned investment in roads and pavements, with Councillor Clinton keen to highlight the wider benefits associated with such investment, including safer conditions for drivers, cyclists and pedestrians, reduced reliance on reactive maintenance programmes and improved resilience to the effects of extreme weather with proactive infrastructure investment felt to represent a more financially sustainable and environmentally responsible approach. Whilst acknowledging that SIL alone would not be able to address all challenges relating to infrastructure investment it was felt residents would welcome a more proactive approach in relation to highways. On this basis, the amendment moved by Councillor Clinton was as follows:

To add the wording underlined and delete the wording indicated:

“Strategic Community Infrastructure Levy: Transparency, Strategic Use and Scrutiny

This Council notes:

- That Strategic Community Infrastructure Levy, known as SCIL, is a significant funding stream derived from development and is intended to support infrastructure needed to accommodate growth across Brent.
- That recent debate in Brent has highlighted legitimate questions about how SCIL schemes are identified, prioritised and brought forward for decision, and whether members and residents are given sufficient clarity in advance.
- That the Council has itself acknowledged the need for a more strategic approach to Community Infrastructure Levy funding, including clearer alignment with infrastructure planning and more robust scrutiny of proposed allocations.
- That residents are entitled to confidence that SCIL is being used transparently, strategically and for infrastructure genuinely linked to growth and development pressures.
- In February 2026 £80m of SCIL was allocated to projects not yet started, agreed by the previous administration.
- In February 2026 the projected cost to repair the backlog of highest priority roads was £44.7m. The pavements backlog would cost £310.7m.

This Council believes:

- That SCIL funding should be allocated based on clear evidence, transparency and demonstrable public value.
- That all major proposed SCIL schemes should be accompanied by clear information on cost, rationale, delivery timetable and expected outcomes.
- That the Council should show explicitly how each proposed SCIL allocation supports growth related infrastructure needs, rather than using SCIL to address long standing issues that ought to be funded through other means.
- That in a Council with no overall control, all political groups should have a meaningful opportunity to scrutinise major SCIL proposals before final decisions are taken.
- That we must prioritise a proportion of SCIL funding for repairs to roads and pavement to stop the backlog increasing further. This must be done in growth areas due to rules governing CIL but will benefit the whole borough by taking pressure off the reactive repairs team.

As a result, this Council resolves to:

- (1) Request that Cabinet publish an annual forward pipeline of proposed SCIL schemes, including indicative costings, intended timelines and the service area or location concerned.
- (2) Request that every future report seeking approval for major SCIL allocations includes a clear written statement explaining why the proposed scheme qualifies for SCIL support and how it relates to infrastructure needed to support development and growth.
- (3) Request that, before any major new SCIL allocation is considered by Cabinet, all Group Leaders or their nominees are offered a briefing on the proposed programme and the basis on which schemes have been selected.
- (4) Request a quarterly update to all councillors setting out the SCIL balance, new receipts, allocations, expenditure and remaining available funds.
- (5) Request the provision of an annual public report setting out SCIL allocations approved, expenditure committed, progress of delivery and outcomes achieved.
- (6) Ensure that planned SCIL projects not yet started are reviewed by the group leaders (or nominees) – and request cabinet have regard to their recommendations.
- (7) Request that a portion SCIL is invested in road/pavement resurfacing in growth areas."

Councillor Mitchell was then invited to move the second amendment on behalf of the Green Group, who began by advising their amendment had also been prepared in support of the principles contained in the original motion and was intended to reinforce its emphasis on transparency, scrutiny and strategic planning. Reference was made to figures contained within the Council's last Infrastructure Funding Statement, which indicated that a substantial level of SIL funding remained unspent, including a significant balance that had not been allocated to any specific projects. Whilst recognising that more recent discussions suggested elements of this funding had subsequently been earmarked for future schemes, concerns were raised that the most recent Infrastructure Funding Statement for 2024-25 had not yet been published, which it was felt had limited scrutiny and had a detrimental impact in being able to understand how decisions were being made. Concern was also expressed that no coherent framework appeared to exist demonstrating how competing schemes were prioritised. Whilst acknowledging that individual projects were often accompanied by detailed business cases, the lack of an updated borough-wide assessment of infrastructure need or transparent ranking criteria through which schemes could be assessed was seen as impacting on the ability to hold decisions makers to account. In response, Councillor Mitchell advised the amendment was therefore seeking to promote a more strategic and consistent decision-making framework designed to ensure future SIL allocations reflected clearly established priorities and were subject to meaningful scrutiny, which it was also hoped all members would support.

On this basis, the amendment moved by Councillor Mitchell was as follows:

To add the wording underlined and delete the wording indicated:

“Strategic Community Infrastructure Levy: Transparency, Strategic Use and Scrutiny

This Council notes:

- That Strategic Community Infrastructure Levy, known as SCIL, is a significant funding stream derived from development and is intended to support infrastructure needed to accommodate growth across Brent.
- That recent debate in Brent has highlighted legitimate questions about how SCIL schemes are identified, prioritised and brought forward for decision, and whether members and residents are given sufficient clarity in advance.
- That the Council has itself acknowledged the need for a more strategic approach to Community Infrastructure Levy funding, including clearer alignment with infrastructure planning and more robust scrutiny of proposed allocations.
- That residents are entitled to confidence that SCIL is being used transparently, strategically and for infrastructure genuinely linked to growth and development pressures.

- That the Infrastructure Funding Statement for 2024-2025, providing a crucial view of SCIL allocation and spending, is delayed, and that Brent has not published an Infrastructure Development Plan since 2019.

This Council believes:

- That SCIL funding should be allocated based on clear evidence, transparency and demonstrable public value.
- That SCIL spending should be aligned to more a transparent, up-to-date and granular documentation of local needs, e.g. a refreshed Infrastructure Development Plan, or town plans.
- That all major proposed SCIL schemes should be accompanied by clear information on cost, rationale, delivery timetable and expected outcomes.
- That the Council should show explicitly how each proposed SCIL allocation supports growth related infrastructure needs, rather than using SCIL to address long standing issues that ought to be funded through other means.
- That in a Council with no overall control, all political groups should have a meaningful opportunity to scrutinise major SCIL proposals before final decisions are taken.

As a result, this Council resolves to:

- (1) Request that Cabinet publish an annual forward pipeline of proposed SCIL schemes, including indicative costings, intended timelines and the service area or location concerned.
- (2) Request there is no further delay with the Infrastructure Funding Statement for 24-25, on the Cabinet agenda for 27th July.
- (3) Request that decision-making for SCIL spending is based on an up-to-date, detailed documentation of local needs.
- ~~(2)~~(4) Request that every future report seeking approval for major SCIL allocations includes a clear written statement explaining why the proposed scheme qualifies for SCIL support and how it relates to infrastructure needed to support development and growth.
- ~~(3)~~ (5) Request that, before any major new SCIL allocation is considered by Cabinet, all Group Leaders or their nominees are offered a briefing on the proposed programme and the basis on which schemes have been selected.
- (6) Request that all Group Leaders or their nominees are briefed on allocated but not implemented SCIL funded projects.
- ~~(4)~~ (7) Request a quarterly update to all councillors setting out the SCIL balance, new receipts, allocations, expenditure and remaining available funds.

~~(5)~~ (8) Request the provision of an annual public report setting out SCIL allocations approved, expenditure committed, progress of delivery and outcomes achieved.”

Having or thanked Councillors Clinton and Mitchell for moving their respective amendments, the Mayor then invited other members to speak, with the following contributions received.

In opening the debate, Councillor Brown (speaking in support of the amendment moved by the Liberal Democrats Group) began by reflecting on the significant amount of SCIL funding accumulated by the Council over a number of years and querying whether available resources were being deployed effectively. He suggested that the existence of a substantial balance of unspent funding raised legitimate questions regarding delivery and prioritisation with support expressed for the principle that funding generated through development should primarily be invested in those communities most directly affected by that development and growth. In this context, he highlighted the condition of local roads and pavements as examples of infrastructure requiring greater investment and on which he felt residents would reasonably expect development related contributions to be used.

As the next contribution, Councillor Ryan (speaking in support of the amendment moved on behalf of the Green Group) took the opportunity to reiterate the concerns highlighted regarding the lack of an overarching strategic framework for SCIL investment and need for greater transparency, oversight and accountability to allow effective scrutiny and ensure the funding and investment being delivered provided tangible benefits for resident aligned to wider borough objectives. Noting the potential benefits which the use of SCIL funding had to make a difference and support investment in highways, community facilities, public spaces and environmental infrastructure the need was identified for a more proactive approach toward future investment decisions based around a longer term strategy, which also included consideration of associated social and community value in addition to financial metrics or growth projections.

Moving on, Councillor Kelcher (Cabinet Member for Regeneration and Planning) then spoke welcoming the opportunity to discuss the positive benefits available through the generation and use of SCIL more widely, highlighting the impact of numerous projects funded through SCIL including community facilities, libraries and youth services as tangible benefits arising from development and appropriate investment of these contributions. Whilst recognising the need to ensure that investment decision were as transparent as possible, Councillor Kelcher also took the opportunity to remind members of the way in which the generation of SCIL funding was inherently linked to future development and regeneration activity cautioning members that the availability of this funding could not be taken for granted, with all members therefore encouraged to recognise the relationship between development and infrastructure investment when considering future planning decisions.

As a further contribution, Councillor Georgiou then spoke (in support of the amendment moved by the Liberal Democrats Group) to highlight the significant level of development that had taken place across his ward and corresponding amount of developer contributions generated within the area. Reminding members that one of the principal purposes of SCIL was to mitigate the impacts of

development on local communities, he was therefore keen to ensure that its use was focussed on those areas and residents most affected by the impact of those developments and in seeking to mitigate against the associated infrastructure pressure. In welcoming the motion as an opportunity to begin wider discussion regarding how SCIL resources should be deployed and how benefits could be delivered more visibly to affected communities, Councillor Georgio hoped all members would support the principle that the communities most affected by development should receive proportionate SCIL investment to mitigate against its impact in terms of local infrastructure improvements.

Councillor Kansagra then spoke (in support of the original motion) highlighting what he felt was also the need to consider whether existing restrictions on the use of SCIL funding unnecessarily limited the Council's ability to utilise them more effectively. Whilst accepting the need for funding to be focussed on capital projects, it was suggested that greater flexibility could be explored to enable use of funding as a means of contributing directly towards service improvement as well as infrastructure improvement across the borough.

As a final contribution, Councillor Grahl (as Deputy Leader and Cabinet Member for Finance & Resources) whilst welcoming the debate felt it was important to challenge suggestions that existing SCIL governance arrangements lacked appropriate transparency or strategic focus. Highlighting that many of the actions being sought within the motion were already part of the governance approach adopted, members were advised these would be further strengthened through a refresh of the Infrastructure Delivery Plan with information already published on an annual basis regarding allocations and expenditure and SCIL investment also identified within the Council's annual budget alongside the Infrastructure Funding Statement. It was also felt important to recognise the significant level of SCIL receipts generated during recent years and wide range of infrastructure projects delivered using those resources, which it was felt demonstrated purpose and strategic direction alongside the more forward looking approach to identifying and prioritising future investment being developed was part of the updated Infrastructure Delivery Plan.

In terms of the wider use of SCIL, members were reminded that current regulations were clear with funding only available for use on infrastructure needed to support development. Whilst this would include transport, schools, health, parks, open space, sport culture and community infrastructure facilities it was not possible to redirect as a means of addressing wider budget pressures with the Administration, she pointed out, committed to ensure that SCIL continued to be invested transparently and strategically on infrastructure that would support Brent's growth and benefit communities across the whole borough.

In drawing the debate to a close, the Mayor invited Councillor Jayanti Patel (as mover of the original motion) followed by Councillors Clinton and Mitchell (as movers of the two subsequent amendments) to exercise their right of reply.

In closing and exercising his right of reply, Councillor Jayanti Patel reiterated that the original motion was not intended to oppose investment in any particular infrastructure category with the emphasis instead focussed on the need for transparency and accountability in terms of the allocation and use of SCIL resources with a clear framework required on the outcomes expected to be

delivered. On this basis, it was felt the motion represented a proportionate attempt to enhance trust whilst strengthening the associated governance arrangements around use of a significant source of public funding.

Speaking next, Councillor Clinton in exercising his right of reply on behalf of the Liberal Democrat Group, clarified that their amendment did not seek to constrain future decisions by the Executive but rather to encourage more proactive consideration of roads and pavement investment through the SCIL programme. Given the scale of repair backlogs and public concern regarding highway conditions, he hoped members would therefore recognise and support the amendment as a practical measure capable of delivering visible benefits for residents.

As the final right of reply, Councillor Mitchell advised that whilst supportive of the original motion and recognising the aim behind the Liberal Democrats amendment the Green Group were keen to avoid distracting from their principal focus on governance, accountability and transparency as opposed to specific areas of investment. On this basis, she advised the Green Group would not be able to support the amendment moved by the Liberal Democrats with concerns once again highlighted about the delayed publication of the latest Infrastructure Funding Statement and need to strengthen governance and accountability arrangements in order to provide a more robust strategic framework for future SCIL decision-making

Having thanked councillors for their contributions, the Mayor then moved to the vote on the motion starting with the amendments moved by firstly the Liberal Democrats and secondly the Green Groups.

The amendment from the Liberal Democrat Group, as set out above, was then put to the vote and declared **CARRIED**.

This was followed by the amendment from the Green Group, as set out above, being put to the vote which was unanimously declared **CARRIED**.

The Mayor then moved on to put the substantive motion, as amended, to a vote which was unanimously declared **CARRIED**.

It was therefore **RESOLVED** to approve the following motion:

“Strategic Community Infrastructure Levy: Transparency, Strategic Use and Scrutiny

This Council notes:

- That Strategic Community Infrastructure Levy, known as SCIL, is a significant funding stream derived from development and is intended to support infrastructure needed to accommodate growth across Brent.
- That recent debate in Brent has highlighted legitimate questions about how SCIL schemes are identified, prioritised and brought forward for decision, and whether members and residents are given sufficient clarity in advance.

- That the Council has itself acknowledged the need for a more strategic approach to Community Infrastructure Levy funding, including clearer alignment with infrastructure planning and more robust scrutiny of proposed allocations.
- That residents are entitled to confidence that SCIL is being used transparently, strategically and for infrastructure genuinely linked to growth and development pressures.
- In February 2026 £80m of SCIL was allocated to projects not yet started, agreed by the previous administration.
- In February 2026 the projected cost to repair the backlog of highest priority roads was £44.7m. The pavements backlog would cost £310.7m.
- That the Infrastructure Funding Statement for 2024-2025, providing a crucial view of SCIL allocation and spending, is delayed, and that Brent has not published an Infrastructure Development Plan since 2019.

This Council believes:

- That SCIL funding should be allocated based on clear evidence, transparency and demonstrable public value.
- That SCIL spending should be aligned to more a transparent, up-to-date and granular documentation of local needs, e.g. a refreshed Infrastructure Development Plan, or town plans.
- That all major proposed SCIL schemes should be accompanied by clear information on cost, rationale, delivery timetable and expected outcomes.
- That the Council should show explicitly how each proposed SCIL allocation supports growth related infrastructure needs, rather than using SCIL to address long standing issues that ought to be funded through other means.
- That in a Council with no overall control, all political groups should have a meaningful opportunity to scrutinise major SCIL proposals before final decisions are taken.
- That we must prioritise a proportion of SCIL funding for repairs to roads and pavement to stop the backlog increasing further. This must be done in growth areas due to rules governing CIL but will benefit the whole borough by taking pressure off the reactive repairs team.

As a result, this Council resolves to:

- (1) Request that Cabinet publish an annual forward pipeline of proposed SCIL schemes, including indicative costings, intended timelines and the service area or location concerned.

- (2) Request there is no further delay with the Infrastructure Funding Statement for 24-25, on the Cabinet agenda for 27th July.
- (3) Request that decision-making for SCIL spending is based on an up-to-date, detailed documentation of local needs.
- (4) Request that every future report seeking approval for major SCIL allocations includes a clear written statement explaining why the proposed scheme qualifies for SCIL support and how it relates to infrastructure needed to support development and growth.
- (5) Request that, before any major new SCIL allocation is considered by Cabinet, all Group Leaders or their nominees are offered a briefing on the proposed programme and the basis on which schemes have been selected.
- (6) Request that all Group Leaders or their nominees are briefed on allocated but not implemented SCIL funded projects to ensure that planned SCIL projects not yet started are reviewed by the group leaders (or nominees) – and request cabinet have regard to their recommendations.
- (7) Request a quarterly update to all councillors setting out the SCIL balance, new receipts, allocations, expenditure and remaining available funds.
- (8) Request the provision of an annual public report setting out SCIL allocations approved, expenditure committed, progress of delivery and outcomes achieved.
- (9) Request that a portion SCIL is invested in road/pavement resurfacing in growth areas.”

12.3 3rd Motion (Liberal Democrats Group) – Providing Choice to improve Recycling Rates across Brent

The Mayor then invited Councillor Chauhan to move the final motion submitted on behalf of the Liberal Democrat Group. In moving the motion, Councillor Chauhan began by explaining that since being elected as a councillor for Alperton, one of the issues most frequently raised by residents had been the desire to do more to support environmental sustainability through improved recycling and cleaner neighbourhoods. Whilst highlighting that residents (based on his experience) were keen to recycle and reduce waste the Liberal Democrats had felt that the current collection arrangements did not always make participation easy or convenient with the motion therefore seeking to respond by recognising that a single collection model did not necessarily meet the needs of every household across the borough.

Highlighting Brent's recycling performance, Councillor Chauhan noted that recycling rates remained below the level the Council aspired to achieve. In order to therefore reach the Council's environmental ambitions, reduce waste and tackle climate change the need had therefore been identified to make recycling simpler, more accessible and more convenient for all residents, with the motion therefore calling for an evidence-led review of recycling collection methods, including consideration of alternatives such as wheelie bins where appropriate, improved facilities for flats and estates, and examination of best practice from other local authorities that had

achieved stronger recycling outcomes. In addition, Councillor Chauhan took the opportunity to emphasise the importance of education and community engagement, highlighting what he felt was the need for greater collaboration with schools, housing providers, community organisations and residents to improve understanding of what materials could be recycled and encourage wider participation. In commending the motion to Council, he ended by outlining what he felt to be the resident-focused nature of the action being sought in an effort to offer greater choice, improve service delivery and help Brent achieve its environmental objectives.

The Mayor thanked Councillor Chauhan for moving the motion and then drew members attention to an amendment submitted by Councillor Knight on behalf of the Labour Group, which had been circulated in advance of the meeting.

In moving the amendment, Councillor Knight (as Cabinet Member for Cleaner Streets, Transport and Public Realm) began by acknowledging the broad agreement amongst all members of the Council on the importance of improving recycling rates, reducing waste and making it easier for residents to recycle. As such she advised that the amendment was not seeking to alter the ambition within the original motion but to ensure that its focus remained on the need for future action to be guided by evidence, practicality and value for money. In addressing specific concerns identified in relation to the blue recycling sack scheme, several benefits were highlighted relating to their ongoing use including lower contamination levels in paper and card recycling streams, improved quality of recyclable material and additional income generated through improved recycling quality, enabling further reinvested in frontline services. At the same time, however, it was acknowledged that the current arrangements did not work equally well in all parts of the borough and that concerns raised by residents regarding storage, litter and practicality merited further consideration. As a result, Councillor Knight highlighted that the amendment proposed a comprehensive evidence-led review to assess whether alternative collection models, including wheelie bins, could improve recycling performance and resident satisfaction in certain locations while recognising that existing arrangements may remain appropriate elsewhere. Reference was also made to forthcoming Government recycling reforms, creating an opportunity for Brent to review emerging best practice and develop a recycling approach tailored to local circumstances. In concluding it was therefore hoped members would recognise the way in which the amendment sought to reinforce the Council's commitment to making future changes based on robust evidence rather than a process of assumptions.

On this basis, the amendment moved by Councillor Knight was as follows:

To add the wording underlined and delete the wording indicated:

“Providing Choice to Improve Recycling Rates Across Brent

This Council notes:

- Brent continues to lag behind many London boroughs on household recycling, although evidence shows Brent is the leading the way with food waste collection with the 6th highest figures in London. While residents overwhelmingly support recycling and want to help tackle climate change, the

Council's current system must continue to be made easier, clearer and more consistent for residents.~~does not make recycling easy enough.~~

- Brent's household recycling rate remains around 30%, with the Government's Simpler Recycling reforms now requiring separation of waste streams, including paper and card by default, Brent has a responsibility and opportunity to improve its approach and deliver a recycling scheme that is legally compliant, environmentally effective and practical. ~~well below the Mayor of London's ambition of 50% municipal recycling by 2030 and behind several Liberal Democrat-run councils, including Kingston, Sutton and Richmond, which consistently exceed 45%. Their performance shows that better collection systems, clearer communication and stronger resident engagement can deliver higher recycling rates.~~
- Brent's blue recycling sacks have not on their own solved this problem. Residents continue to raise concerns about split or disintegrating sacks, litter, storage difficulties and confusion over what can be recycled. Three years after the Brent Liberal Democrats first called for the sacks to be scrapped, they the scheme has improved paper and card quality, but not yet delivered the step-change needed to meet Brent's climate ambitions.~~failed to deliver the improvement promised.~~
- As Brent seeks to cut carbon emissions, reduce waste disposal costs and create cleaner neighbourhoods, improving recycling ~~must~~ continues to be a key environmental priority.

This Council therefore believes that:

- Brent's recycling performance is not good enough and must improve.
- Blue recycling sacks should not longer be treated as Brent's default recycling model in every circumstance. ~~Any C~~continued use should be justified by clear evidence that sacks ~~are wanted by residents in the relevant area, are practical for those households, and perform better than alternatives in increasing recycling, reducing contamination and keeping streets clean.~~
- Residents deserve a recycling service that is simple, convenient and encourages maximum participation.
- Targeted education and engagement are essential to improve recycling rates and reduce contamination.
- Brent should will learn from the best-performing London boroughs and adopt approaches that work locally.

This Council therefore requests that Cabinet:

- (1) End Review the ~~blanket current reliance use on of~~ blue recycling sacks as Brent's default collection model and carry out an ~~urgent~~, evidence-led review of ~~alternative Brent's~~ recycling arrangements, ~~with a presumption in favour of replacing sacks with~~ considering the case for wheelie bins where sacks are

causing problems for residents, contributing to litter, reducing participation or failing to improve recycling.

- (2) Ensure any proposal to retain sacks in a particular area, housing type or circumstance is backed by published evidence, including resident feedback, recycling performance, contamination, street cleanliness, accessibility, storage and value for money.
- (3) Undertake a timely n-urgent options appraisal of the most effective recycling collection models for Brent, including additional wheelie bins, segregated containers, improved communal recycling and other best-practice systems.
- (4) Offer households who want one the option of an additional wheelie bin for segregated paper and card recycling, ~~as first proposed by the Brent Liberal Democrat Group in 2023~~ where practical, subject to cost.
- (5) ~~Develop~~ Continue strengthening targeted education and public awareness work with schools, community organisations, housing providers and residents' associations.
- (6) Improve recycling in flats and estates, where participation remains lower than elsewhere.
- (7) Present the review ~~and new recycling strategy to the~~ a next future Full Council Resources and Public Realm Scrutiny Committee, ~~including a timetable for a more effective,~~ detailing Brent's commitment to a resident-friendly collection model."

Having or thanked Councillor Knight for moving the amendment, the Mayor then invited other members to speak, with the following contributions received.

In opening the debate and speaking in support of the original motion moved on behalf of the Liberal Democrats Group, Councillor Lorber began by focussing on concerns previously raised regarding the introduction of the blue recycling bag scheme and its suitability for all households, with introduction of the scheme not felt to have delivered the anticipated improvements in recycling rates and, in some cases, having even discouraged participation in recycling. Reference was made to previous recommendations from the Resources & Public Realm Scrutiny Committee calling for a wider review and consultation process, together with budget provision for wheelie bins to be provided as an alternative, with Councillor Lorber of the view that earlier implementation of these recommendations could have led to better recycling outcomes and prevented many of the concerns now being experienced by residents.

Speaking next, Councillor Donnelly-Jackson offered an alternative perspective. Drawing on personal experience as the tenant in a housing block she felt the blue sacks provided greater flexibility and ease of use for households with limited storage space and also highlighted they would often be easier to manage for residents with mobility needs. The operational advantages associated with the system were also highlighted, with reference to significantly lower contamination levels and reduced costs when compared with wheelie bin provision. Whilst recognising the need for service improvement, Councillor Donnelly-Jackson felt that

a single collection model would not be suitable for all household types and suggested that future efforts should in fact be focussed on improving communal recycling arrangements including flats and estates, through targeted intervention and enhanced infrastructure.

Councillor Warsame spoke next to highlight the Green Groups support for the original motion as moved. Highlighting that the blue bag system had failed to deliver the increase in recycling rates originally anticipated, Councillor Warsame also felt it important to recognise the concerns being raised by residents living in high-density developments and apartment blocks, many of whom relied on communal recycling facilities and often lacked adequate opportunities to separate recyclable materials effectively. As such he advised the Green Group were keen to ensure that any future recycling strategy addressed infrastructure shortages, overflowing communal bins and improved resident education in order to support better recycling outcomes across the borough.

Moving on, Councillor Brown (speaking in support of the original motion) also expressed concern regarding the borough's long-term recycling performance. Referring to historical recycling rates, he felt that progress had been insufficient over a prolonged period with opportunities to improve recycling outcomes not having been fully realised which, in his view, supported the need for a different approach to recycling policy and service delivery as set out within the motion.

In continuing the debate, Councillor Chadha then spoke (on behalf of the Conservative Group) who, whilst recognising that recycling performance in Brent required improvement, also queried the approach set out within both the motion and amendment. Although supportive of the need to increase recycling rates, Councillor Chadha emphasised the importance in seeking to identify the necessary approach to ensure this was based on a thorough review that considered issues such as costs, contamination rates, housing types, street cleanliness and value for money. On this basis she advised that whilst the Conservative Group remained committed to recycling, they were not convinced that the proposals outlined within the motion or amendment provided sufficient clarity regarding implementation and expected outcomes and would therefore be abstaining from supporting either.

As a brief additional contribution, Councillor Clinton felt it was important to also remind members of the Liberal Democrats alternative budget proposals presented when setting the 2026-27 budget, which had set out how the funding commitments associated with the motion could be achieved.

As the next contribution, Councillor Blackman then spoke to outline what he felt was a need for greater analysis of recycling performance across the borough, including the mapping of recycling rates on a ward basis to support any wider review of performance. The importance in raising awareness and education was also emphasised, noting that successful recycling depended not only on infrastructure but also in securing the necessary behavioural change. The opportunity was also taken to express support for the development of a borough-wide community engagement initiative based on local volunteers, councillors and officers working together through a "Brent Green Champions" style campaign supported through the comprehensive evidence led review proposed within the amendment to the motion.

As a final contribution, Councillor Mulaisho (also speaking in support of the original Liberal Democrat motion) felt it was important to recognise the willingness consistently demonstrated, from her perspective, by residents in seeking to recycle and support environmental initiatives. As such she felt the principal issue was not a lack of public commitment but challenges with how the current recycling arrangements were operating. The emphasis within the motion of the need for evidence-led decision making and resident choice was therefore welcomed with the need for a more flexible approach identified and it recognised that different communities would require different types of solution. As such, Councillor Mulaisho ended by commending the motion for providing a practical opportunity to develop a more effective recycling system while remaining focused on residents' needs and the borough's environmental obligations.

In drawing the debate to a close, the Mayor then invited Councillor Chauhan (as mover of the original motion) followed by Councillor Knight (as mover of the subsequent amendment) to exercise their right of reply.

In closing and exercising his right of reply, Councillor Chauhan whilst acknowledging the reduction in contamination rates associated with introduction of the blue sack scheme also felt it important to recognise that overall recycling rates had not increased as expected following the original changes introduced. In clarifying that the motion was not seeking to impose a single recycling method, he highlighted the Liberal Democrats focus in providing residents with greater flexibility and choice through a range of recycling options tailored to different property types and individual circumstances in an effort to improve participation by ensuring residents could access the recycling arrangements most suitable for their needs and as such commended the motion for approval.

In exercising her right of reply, Councillor Knight reiterated that recycling was a complex issue requiring solutions based on evidence rather than assumptions and once again highlighted what were felt to be the operational benefits associated with the blue sack system, including flexibility and cost effectiveness, whilst also acknowledging the need for alternative approaches to be considered where evidence demonstrated they would improve performance. On this basis, she commended the amendment to members also taking the opportunity to highlight the importance of education, engagement and ongoing review in supporting future recycling improvements across the borough.

Having thanked councillors for their contributions, the Mayor then moved to the vote on the motion starting with the amendment moved by Councillor Knight on behalf of the Labour Group.

The amendment from the Labour Group, as set out above, was then put to the vote and declared **CARRIED**.

The Mayor then moved on to put the substantive motion, as amended, to a vote which was declared **CARRIED**.

It was therefore **RESOLVED** to approve the following motion:

“Providing Choice to Improve Recycling Rates Across Brent

This Council notes:

- Brent continues to lag behind many London boroughs on household recycling, although evidence shows Brent is the leading the way with food waste collection with the 6th highest figures in London. While residents overwhelmingly support recycling and want to help tackle climate change, the Council's current system must continue to be made easier, clearer and more consistent for residents.
- Brent's household recycling rate remains around 30%, with the Government's Simpler Recycling reforms now requiring separation of waste streams, including paper and card by default, Brent has a responsibility and opportunity to improve its approach and deliver a recycling scheme that is legally compliant, environmentally effective and practical.
- Brent's blue recycling sacks have not on their own solved this problem. Residents continue to raise concerns about split or disintegrating sacks, litter, storage difficulties and confusion over what can be recycled. Three years after the Brent Liberal Democrats first called for the sacks to be scrapped, they the scheme has improved paper and card quality, but not yet delivered the step-change needed to meet Brent's climate ambitions.
- As Brent seeks to cut carbon emissions, reduce waste disposal costs and create cleaner neighbourhoods, improving recycling continues to be a key environmental priority.

This Council therefore believes that:

- Brent's recycling performance is not good enough and must improve.
- Blue recycling sacks should not be treated as Brent's default recycling model in every circumstance. Continued use should be justified by clear evidence that sacks are increasing recycling, reducing contamination and keeping streets clean.
- Residents deserve a recycling service that is simple, convenient and encourages maximum participation.
- Targeted education and engagement are essential to improve recycling rates and reduce contamination.
- Brent should will learn from the best-performing London boroughs and adopt approaches that work locally.

This Council therefore requests that Cabinet:

- (1) Review the current use of blue recycling sacks as Brent's default collection model and carry out an evidence-led review of Brent's recycling arrangements, considering the case for wheelie bins where sacks are causing problems for residents, contributing to litter, reducing participation or failing to improve recycling.

- (2) Ensure any proposal to retain sacks in a particular area, housing type or circumstance is backed by published evidence, including resident feedback, recycling performance, contamination, street cleanliness, accessibility, storage and value for money.
- (3) Undertake a timely options appraisal of the most effective recycling collection models for Brent, including additional wheelie bins, segregated containers, improved communal recycling and other best-practice systems.
- (4) Offer households who want one the option of an additional wheelie bin for paper and card recycling, where practical, subject to cost.
- (5) Continue strengthening targeted education and public awareness work with schools, community organisations, housing providers and residents' associations.
- (6) Improve recycling in flats and estates, where participation remains lower than elsewhere.
- (7) Present the review to a future Resources and Public Realm Scrutiny Committee, detailing Brent's commitment to a resident-friendly collection model."

13. Questions from the Opposition and other Non-Cabinet Members

Before moving on to consider the questions submitted by non-Cabinet members, the Mayor reminded Members that a total of 30 minutes had been set aside for this item, which would begin with consideration of the written questions submitted in advance of the meeting along with any supplementary questions. Once these had been dealt with, the remaining time available would then be opened up for any other non-Cabinet members to question Cabinet Members (without the need for advance notice) on matters relating to their portfolio.

The Mayor advised that five written questions had been submitted in advance of the meeting for response by the relevant Cabinet Member and the written responses circulated within the agenda were noted. The Mayor then invited supplementary questions on the responses provided:

13.1 Councillor Anderson thanked Councillor Kelcher (as Cabinet Member for Regeneration and Planning) for the written response to her question seeking further detail regarding the investment in roof and fascia replacement works at Donnington Park School. In welcoming the investment as evidence of the Council's commitment to maintaining and improving existing school buildings alongside the focus on new build and recognising the inadequate level of funding provided by previous Governments, she asked the Cabinet Member, as a supplementary question, whether the investment identified reflected the Council's approach towards a more proactive rather than reactive programme of maintenance.

In response, Councillor Kelcher thanked Councillor Anderson for her advocacy on behalf of the school and wider community within her ward. Recognising the schools importance to the local community, he felt the investment had

demonstrated the Council's commitment to supporting educational facilities within the area. Reflecting on his own educational experience under previous Conservative Governments he highlighted the impact which the underinvestment in schools and their facilities had had on pupils learning environments and wellbeing. The change under subsequent Labour Government's was therefore welcomed with investment in schools increased and educational conditions improved. Despite these improvements, funding pressures had re-emerged during the Coalition Government and subsequent years of austerity with, he felt, the subsequent reductions in public spending having led to significant problems across the education sector. These had directly impacted on school building estates, safety and maintenance which he highlighted as evidence of the long-term consequences of underinvestment and cumulative impact of austerity policies and delayed investment.

In contrast, Councillor Kelcher felt that the investment in Donnington Park School, represented the beginning of a process to reverse the decline outlined. In reminding members that the investment had been made possible as a result of increased funding for school repairs and maintenance provided through the current Labour Government via the Department for Education, it was felt this represented a significant step towards addressing longstanding issues, improving educational facilities, and ensuring that pupils and staff retained access to a safe and suitable learning environment.

- 13.2 Councillor Hack thanked Councillor Rubin (as Cabinet member for Children's Services, Employment and Climate Action) for the response to his original question regarding the use of SCIL to support development of the new College of North West London campus on Olympic Way, Wembley. As a supplementary question the Cabinet Member was asked to confirm whether he felt the project could be seen as demonstrating a strategic and transparent use of the Community Infrastructure Levy (CIL) to unlock growth, and whether it illustrated the wider type of social impact and return that SCIL funding could deliver not just in relation to infrastructure but also to unlock the provision of skills, training and educational opportunities.

In response, Councillor Rubin referred to a recent visit he had undertaken with the Mayor and Leader of the Council to the College of North West London awards ceremony, highlighting the achievements celebrated among lifelong learners, young people and students with SEND. As such, the SCIL investment to support the provision of a new campus was welcomed with its use to support education, as well as public realm and other infrastructure priorities identified as appropriate and equally important in terms of the wider social value provided.

- 13.3 In noting the written response provided to his question regarding the enforcement of School Street schemes and associated signage Councillor Maurice, as a supplementary question, asked Councillor Knight (as Cabinet Member for Cleaner Streets, Transport & Public Realm) whether any assessment had been undertaken on the impact of School Street schemes in terms of the displacement of traffic and parking on surrounding streets. Given concerns raised about the high level of Penalty Charge Notices (PCNs) being issued relating to enforcement of the schemes, details were also sought as to whether the Council would review the visibility of signage, including the use of

eye-level signs and larger advance warning notices to ensure motorists were aware of each scheme and the hours of operation.

In responding, Councillor Knight confirmed that school street signage was governed by the Traffic Signs Regulations and General Directions, and that whilst the suggestion of eye-level signage was noted, the Council could not introduce signage that fell outside of the relevant statutory requirements. In highlighting the benefits of School Streets in creating a safer travel environment in the immediate area surrounding each school it was recognised that not all areas of the borough were the same with each scheme therefore needing to be assessed on a case by case basis working closely with local stakeholders and taking account of resident and school feedback. It was, however, felt important to recognise the objective of each scheme in seeking to maintain safer environments outside school gates and encouraging more sustainable and active modes of travel to school with the priority to ensure decisions made regarding their introduction and operation were based on evidence, local experience and what worked best for each community.

- 13.4 In noting the written response provided to his question regarding operation of Wembley event day parking enforcement and restrictions Councillor Lorber, as a supplementary question, asked Councillor Knight (as Cabinet Member for Cabinet Member for Cleaner Streets, Transport & Public Realm) why, despite concerns highlighted at the time the Council was considering the application from Tottenham Hotspur Football Club to host matches at Wembley Stadium concerns highlighted in relation to effective signage and hours of operation for event day parking & traffic restrictions and subsequent undertakings to provide effective digital signage had not been implemented.

In responding, Councillor Knight began by expressing her disappointment at what she felt to be the negative focus by members of the Liberal Democrats Group on the events she felt Brent was privileged to be able to host through the Stadium and wider Wembley complex. At the same time, however, the impact on local residents was acknowledged, with Councillor Knight providing an assurance that she would continue to do everything possible to mitigate against and reduce disruption and ensure local people received a fairer deal. Highlighting the historic nature of Wembley as an asset to be celebrated within the borough this was also compared to Councillor Lorber's length of service on the Council, which due to the perceived nature and appropriateness of the comment led to a request (raised as a Point of Order) by Councillor Georgiou and supported by Councillor Brown for the reference to be withdrawn.

Having ruled that he was not minded to accept the issue raised as a Point of Order, the Mayor invited Councillor Knight to continue with her response who took the opportunity to clarify that her comment had not been intended to offend Councillor Lorber and merely to draw a comparison with Wembley Stadium and Wembley Arena as long-standing assets valued by the borough. In concluding her response Councillor Knight highlighted what she felt was the need to celebrate the profile, economic and cultural benefits generated for the borough as a result of the range of world class events hosted at Wembley.

- 13.5 In thanking Councillor Kelcher (as Cabinet Member for Regeneration and Planning) for the written response provided on the process for selecting a

single delivery partner for the South Kilburn Regeneration programme Councillor Ryan (having referred to the deputations received earlier in the meeting) sought further assurance as a supplementary question on whether the cost of any rectification works or repairs identified once the contract was in place would rest exclusively and explicitly with the contractor responsible. As additional context reference was made to the ongoing issues with rectification works and costs arising from the Granville new Homes development. As a separate issue he then followed up by seeking a further commitment (following a recent decision to enable the sale of 143 new build units in South Kilburn to a US based private equity firm) that any further sales of units in South Kilburn to private equity firms would not be permitted.

In responding, Councillor Kelcher advised of ongoing work in relation to the appointment of the single delivery partner for the South Kilburn Regeneration Programme, assuring members that that social value considerations remained a key element of the process. Recognising the basis of the approach to date, it was confirmed that any appointed partner would be required to demonstrate relevant expertise and a commitment to investment in South Kilburn with the requirements in relation to social value included as a material term and backed up through key performance indicators. Members were further assured that under the arrangements sites would be released to the delivery partner on a phased basis to ensure that necessary works were complete to a satisfactory standard prior to any subsequent sites being released. Recognising the importance and interest in the process, members were also advised of work being undertaken to arrange a cross-party briefing on the process for appointing the single delivery partner, with Councillor Kelcher ending by advising that he would also be willing to engage further with members on the issues highlighted outside of the meeting.

Having thanked members for their written questions and Cabinet Members for the responses provided to the supplementary questions, the Mayor advised that he intended to move on with the remainder of time available being used for an open question time session to the Cabinet. Questions relating to the following issues were raised and responses provided, as set out below:

- (i) Councillor Mulaisho who whilst welcoming the aim behind School Street schemes sought views from Councillor Knight (as Cabinet Member for Cleaner Streets, Transport & Public Realm) on the detrimental health impact being created for local residents in terms of air quality and pollution by the displacement of traffic to surrounding residential streets where schemes had been introduced in some areas of the borough and how the outcomes for one group were assessed against the needs of another.

In response, Councillor Knight confirmed that a range of evidence was considered when reviewing proposals for the introduction of school street schemes, which included the potential impact on traffic volume, displacement and compliance trends along with site visits in order to carefully assess and balance the benefits of any proposal against the wider impact on the surrounding area. As an example of the success identified, however, reference was made as an example to a 70% reduction in traffic on Okehampton Road (covering Manor School) during operating hours for that School Street scheme.

- (ii) Councillor Choudry seeking an update from Councillor Kelcher (as Cabinet Member for Regeneration & Planning) on the key takeaways from the recent Willesden Green Delivery Workshop and inviting him to join a walkabout with local businesses and multi-faith groups to review the current High Street.

In response, Councillor Kelcher confirmed his main takeaway had been the strength of community feeling across Willesden in support of the High Street and wider area, with the Council now seeking to develop a more holistic High Street Strategy designed to support and enhance the health of the borough's High Streets. The opportunity was also taken to welcome the pre decision scrutiny in relation to development of the Strategy due to be undertaken at the Resources and Public Realm Scrutiny Committee, with confirmation provided that he would also be willing to join ward walkabouts in any High Street or town centre.

- (iii) Councillor Brown seeking details from Councillor Knight (as Cabinet Member for Cleaner Streets, Transport & Public Realm) as to the reason no school street scheme was in place to cover schools located on Chamberlayne Road, given its location within an area ranked amongst the top 50 poorest locations for air quality in London and recorded level of traffic collisions a. In addition, the Cabinet Member was asked to confirm whether there were any plans to reinstate the Public Transport Liaison Meeting discontinued in 2020.

In response, Councillor Knight whilst highlighting that Manor School was accessed directly via Chamberlayne Road recognised the impact of any scheme in that area given the levels of traffic compared to other quieter residential areas. Whilst willing to review the issues highlighted outside of the meeting, members were again reminded of the approach taken in assessing the introduction of schemes on a case by case basis.

- (iv) Councillor Jayanti Patel, highlighting concerns and seeking an update from Councillor Knight (as Cabinet Member for Cleaner Streets, Transport & Public Realm) regarding the increasing number of abandoned supermarket trolleys across Queensbury which he described as a source of environmental blight and felt represented a visible indication of neglect. Despite the frequency with which residents reported dumped trolleys through the Council's reporting portal and the Trolleywise application, he pointed many remained unattended for extended periods. Concerns were also expressed regarding the financial burden placed on local taxpayers, noting that some local authorities operated recovery charge schemes requiring supermarkets to contribute towards removal costs. He therefore asked what oversight arrangements existed in relation to supermarkets, why a charging scheme had not been introduced in Brent, and whether consideration would be given to undertaking public consultation on enhanced measures to address the issue.

In response, Councillor Knight acknowledged the concerns being raised by local residents. Whilst advising that Council enforcement teams already worked in partnership with supermarkets to tackle trolley abandonment and associated littering issues, Councillor Knight advised she would be willing to follow up on the specific issues highlighted outside of the meeting in order to

review whether additional measures could be introduced to address the problem more effectively.

- (v) Councillor Clinton seeking clarification from Councillor Grahl (as Deputy Leader and Cabinet Member for Finance & Resources) regarding the allocation of Neighbourhood Community Infrastructure Levy (NCIL) funding. Reference was made to practices adopted by a number of other local authorities where ward councillors were directly involved in determining local spending priorities. In light of the SCIL motion approved earlier in the meeting and the Council's commitment to community involvement, Councillor Clinton asked if the Deputy Leader would support a review of NCIL allocation arrangements in order to ensure councillors had greater influence over investment decisions within their wards going forward.

In response, Councillor Grahl confirmed that the NCIL programme for the forthcoming year would include direct involvement from local ward councillors, with each ward due to receive an NCIL funding allocation which had been designed to provide local ward councillors with an opportunity to contribute towards decisions regarding how funding was prioritised and spent within their local communities.

- (vi) Councillor H. Patel querying the effectiveness of the School Street initiative, particularly in relation to the stated objective of improving road safety, reducing child casualties and enhancing air quality. Expressing concern that the written response provided to the question submitted by Councillor Maurice had not included evidence demonstrating achievement of the objectives outlined and with significant emphasis instead placed on the number of Penalty Charge Notices (PCNs) issued (citing the example the Preston Manor School scheme) additional concern was also raised regarding the adequacy of advance warning signage. As a result, he asked Councillor Knight (as Cabinet Member for Cleaner Streets, Transport & Public Realm) to comment on whether the schemes had become more focused on penalising residents than achieving their original transport and environmental objectives.

In response, Councillor Knight rejected any suggestion that School Street schemes operated as revenue-generating mechanisms and advised members that schemes were subject to trial periods and ward member engagement prior to implementation. Whilst reiterating her willingness to review concerns relating to individual School Street locations on a case-by-case basis, she emphasised that there were no numerical targets associated with the issuing of PCNs and that enforcement activity was not driving decision-making regarding the schemes.

- (vii) Councillor Chadha seeking further details from Councillor Knight (Cabinet Member for Cleaner Streets, Transport & Public Realm) regarding reference to a review of the School Street initiative which had included reference to a light touch review of 22 pilot schemes and requesting clarification on when a full review would be published containing detailed evidence and performance data.

In response, Councillor Knight confirmed that the original 22 School Streets had been subject to review as pilot schemes with the programme having

subsequently expanded to 32 locations and on which a comprehensive review would be provided in due course to assist members in assessing the overall effectiveness of the programme.

- (viii) Councillor Jansali highlighting concerns regarding the frequency of roadworks affecting key routes across Wembley Central, particularly Wembley High Road and Ealing Road. Attention was drawn to the considerable congestion, delays and disruption experienced by residents, together with concerns over insufficient notice being provided when works commenced. As a result, he asked Councillor Knight (as Cabinet Member for Cleaner Streets, Transport & Public Realm) what measures the Council was taking to improve coordination between utility companies, Transport for London and other delivery partners in order to minimise the disruption from these roadworks and ensure residents and ward councillors were kept appropriately informed.

In response, Councillor Knight felt it important to begin by highlighting that the roadworks identified often arose from reactive repairs undertaken by utility providers on which it was not always possible to provide advance notification to the Council. Whilst outlining the efforts made to manage and mitigate against the resulting disruption through traffic management measures, the concerns outlined were acknowledged with members advised that discussions were planned with major utility providers, including Thames Water, to highlight the issues and seek to improve coordination arrangements going forward.

- (ix) As a final question, Councillor Blackman referred to recent engagement undertaken with young people and youth organisations across the borough. Highlighting feedback that young people often engaged with services based on trust in individuals rather than organisational branding, he asked Councillor Dixon (Cabinet Member for Community Safety & Public Health) how trust and community credibility were being incorporated into the Council's approach towards procuring and commissioning organisations to work with young people, particularly in light of recent incidents affecting communities across Brent.

In response, Councillor Dixon began by taking the opportunity to extend condolences to the family of Jamal Ringrose, acknowledging the impact of his recent tragic death on the community. In terms of the specific question, Councillor Dixon advised that she had recognised the need for continued action to address challenges including knife crime, community safety concerns, gang violence, grooming and youth vulnerability. Trust was described as a critical component of effective youth engagement and intervention work with reference made, as an example of the type of initiatives being developed in response, to programmes such as I Am Brent, together with wider substance misuse and multi-agency initiatives, which had been designed to build trusted relationships with communities and young people. Whilst stressing the importance of partnership working, she ended by recognising the need for direct engagement and the development of trusted local relationships as fundamental to the Council's approach.

At this stage in proceedings, the Mayor advised that the time available for the open question session had expired. He therefore thanked all members for their contributions and advised that the meeting would move on to the next item.

14. **Report from Chairs of Scrutiny Committees**

The Mayor then moved on to deal with the updates from each Scrutiny Committee Chair. Reminding members of the changes to the Council Procured Rules agreed at the start of the meeting he advised members that the written reports submitted by the Chairs of both Committees were for reference purposes only and would no longer require presentation on an individual basis or include the opportunity for questions to be raised on matters relating to the work of each Committee.

On the basis of the reports submitted, Council therefore **RESOLVED** to note the updates on work being undertaken by the Resources & Public Realm and Community & Wellbeing Scrutiny Committees.

15. **Annual Report from the Chair of the Audit & Standards Advisory Committee**

As the final item of business, the Mayor invited Councillor Choudry, as the Vice-Chair of the Audit & Standards Advisory Committee and Chair of the Audit & Standards Committee, to introduce the annual report from the Independent Chair of the Advisory Committee, updating members on the work undertaken during the 2025-26 Municipal Year.

In presenting the report on behalf of the Audit and Standards Committee and Advisory Committee, Councillor Choudry began by drawing members' attention to the important role and work undertaken by the Committee in relation to monitoring and advising on various governance matters relating to audit activity, the Council's finance, accounting and regulatory framework as well as members standards of conduct and providing independent oversight of the Council's governance, risk management, internal control and ethical standards.

Members were advised that the approach adopted towards the work undertaken had also included a number of deeper reviews focussed on the Council's risk management structure and strategic risk management process with an increasing focus not only on the effectiveness of governance processes but also in terms of the monitoring and reporting of information and data.

In concluding, Councillor Choudry took the opportunity to thank all members of the Committee along with the co-opted members, officers and the external auditors for their constructive contributions throughout the year and placed on record his thanks to David Ewart as Independent Chair of the Advisory Committee for the skilful chairing and independent oversight he was also able to provide. Members were advised that both Committees looked forward to continuing their work with key stakeholders to ensure the necessary focus was maintained in relation to the assurance, compliance and control of the Council's key governance arrangements.

The Mayor thanked Councillor Choudry for the update provided and in recognising the valuable role and work undertaken by both Committees it was **RESOLVED** to note the Annual Report provided by the Chair of the Audit & Standards Advisory Committee outlining the work undertaken during 2025-26.

16. **Exclusion of the Press & Public**

There were no items that required the exclusion of the press and public from the meeting.

17. Urgent Business

There were no urgent items of business raised at the meeting so the Mayor, in closing the meeting, thanked all members for their co-operation and support and advised that he looked forward to seeing everyone again in person at the next Full Council which would be taking place on Monday 14 September 2026.

The meeting closed at 8.22 pm

COUNCILLOR AMER AGHA MB BS, MSC, PHCM
Mayor

Full Council: 14 September 2026

List of petitions received

Standing Order 66 requires that any petition received by the Governance & Scrutiny Manager and containing 51 or more signatures is reported to Full Council for information.

The list of petitions received since the last update is as follows:

Petition no.	Date closed	Online/Paper submission	Subject	Status
439	07.07.2026	online	Cavendish Road pavement resurfacing	
440	12.08.2026	paper	Stop perimeter fence of College Green Open Space	Referred to Director Education, Partnerships & Strategy & due to be presented at Cabinet on 7.9.2026
442	13.08.2026	paper	The Avenue, NW2 (condition of the pavements along The Avenue, between Aylestone Avenue and Willesden Lane)	Referred to Highways for direct response
443	Petition still live on Change.org	online	Harris Primary Academy South Kenton School Streets Scheme	Healthy Streets & Parking for direct response
446	29.06.2026	online	Winchester Ave NW6 - Extend CPZ times weekdays and all day Saturday	Healthy Streets & Parking for direct response
447	21.08.2026	online	Undertake road safety improvements at the junction of College Road and Mortimer Road	Healthy Streets & Parking for direct response
449	07.09.2026	Online	Introduction of 30 mph speed limit on Preston Road (between Carlton Avenue East and the junction of East Lane/Forty Avenue)	Healthy Streets & Parking for direct response

450	10.09.2026	Paper	Formal Request for Camera-Managed Modal Filter at Park View Road / Dollis Hill Lane	Healthy Streets & Parking for direct response
------------	------------	-------	---	---

Full Council: 14 September 2026

List of Decisions taken under the Council's Urgency Procedures

In accordance with Standing Order 31 (iv) and paragraph 38 (b) of the Access to Information Rules, to report on any Urgent Decisions taken since the last report to Council on 6 July 2026, under this part of the Council's Constitution

The decisions taken which have been subject to use of the urgency procedure are as follows:

- (1) [Authority to award contract for Provision of Early Years](#) (decision taken by Corporate Director Children, Young People and Community Development) – 16 July 2026

Approval obtained to waive the requirement for advance notice of the decision on the Forward Plan and also requirement in relation to call-in.

This page is intentionally left blank

Full Council – 14 September 2026

Agenda Item 5 – Appointments to Committees and Outside Bodies

Standing Order 30(g) states that, if necessary, Full Council is required to agree appointments to committees and outside bodies

Such appointments are set out below:

Committee Membership

(1) Scrutiny Committees

Following the establishment of the Housing Scrutiny Committee and approval of the subsequent reduction in membership on both the Community & Wellbeing and Resources & Public Realm Scrutiny Committee, members are asked:

(a) To approve the change in membership on the Community & Wellbeing Scrutiny Committee, as set out below:

COMMUNITY AND WELLBEING SCRUTINY COMMITTEE (9 Full Members)	
FULL Members Nominated	
Labour	Bajwa
Labour	De Souza
Labour	Ibrahim
Labour	McLeish
Conservative	Madabhushi (Chair)
Conservative	Chadha



Brent

Liberal Democrats*	Clinton
Liberal Democrats*	Unger
Greens	Alexandre
Education Statutory Co-optees (Voting-Education matters only)	Vacancy (x 2 Parent Governors) Alloysius Frederick (Roman Catholic Diocese)(May 2027) Venerable Archdeacon Catherine Pickford (CoE Diocese) (February 27)
Non-Voting Co-optees	Sayed Jaffar Milani (Muslim Faith Schools)(May 2027) Rachelle Goldberg (Jewish Faith Schools)(May 2027)
Substitute Members Nominated	
Labour	Anderson
Labour	Blackman
Labour	Burn
Labour	Thomas
Conservative	Chowdhury
Conservative	Do Rosario
Liberal Democrats	Georgio
Liberal Democrats	Lorber

Greens	Mitchell
Greens	Ryan

(b) To approve the change in membership on the Resources & Public Realm Scrutiny Committee, as set out below:

RESOURCES AND PUBLIC REALM COMMITTEE (9 Full Members)	
FULL Members Nominated	
Labour	I.Ahmed
Labour	Anderson
Labour	Blackman
Labour	Burn
Conservative	A.Patel (Chair)
Conservative	Chowdhury
Liberal Democrats	Chauhan
Liberal Democrats	Mulaisho
Greens	Mitchell
Substitute Members Nominated	
Labour	Bajwa
Labour	De Souza
Labour	Ibrahim
Labour	McLeish
Conservative	Kansagra
Conservative	Mishra

Liberal Democrats	Georgiou
Liberal Democrats	Lorber
Greens	Alexandre
Greens	Ryan

(c) To approve the membership of the Housing Scrutiny Committee, as set out below:

HOUSING SCRUTINY COMMITTEE (9 Full Members)	
FULL Members Nominated	
Labour	I.Ahmed
Labour	Dar
Labour	Donnelly-Jackson
Labour	Ibrahim
Conservative	Madabhushi
Conservative	Mishra
Liberal Democrats	Georgiou
Liberal Democrats	Want
Greens	Malonga
Substitute Members Nominated	
Labour	Anderson
Labour	Blackman
Labour	Burn
Labour	Thomas

Conservative	Maurice
Conservative	H.Patel
Liberal Democrats	Lorber
Liberal Democrats	Unger
Greens	Alexandre
Greens	Ryan

(d) To consider any nominations received in relation to the following positions. *(Members are asked to note that nominations will be considered in the order they are received. Each nomination will be put to the vote with the final appointment to be agreed on the basis of a simple majority of votes being achieved. If a straightforward majority of votes is not achieved, then the next nomination will be put to the vote and this will continue until an appointment is made)*

(i) Chair of the Housing Scrutiny Committee – nominations received to date are as follows:

- Councillor Georgiou
- Should any further nominations be received either in advance or during the meeting these will be dealt with in accordance with the process outlined above.

(ii) Vice Chair of the Community & Wellbeing Scrutiny Committee – subject to any nominations received.

(iii) Vice Chair of the Resources & Public Realm Scrutiny Committee – subject to any nominations received.

(iv) Vice Chair of the Housing Scrutiny Committee – subject to any nominations received.



(2) Corporate Parenting Committee

Councillor Unger to replace Councillor N.Patel as a full member on the Corporate Parenting Committee.

Councillor N.Patel to replace Councillor Unger as a substitute member on the Corporate Parenting Committee.

(3) Health & Wellbeing Board

Radhika Balu to be appointed as a voting representative of the West and North London Integrated Care Board

Please note: If required, any further membership changes to be notified at the meeting



Item 7.1: Questions from Members of the Public

Full Council – 14 September 2026

1. Question from Stephen Thomas to Councillor Liz Dixon (Cabinet Member for Community Safety and Public Health)

Can the Cabinet Member advise what the Council is doing to address the inconsiderate and dangerous use of e-bikes, scooters and pedal bikes across the Alperton area by individuals often riding at great speed and with no helmets or lights, both on and off the pavements and with other riders as passengers. The use of these bikes and scooters in this way is a significant safety concern for other road users and pedestrians alike. Will the Council therefore consider undertaking a period of targeted enforcement action to address the safety concerns outlined, including the confiscation of illegal bikes and scooters to set an example to other users.

Response:

The Council recognises residents' concerns regarding the dangerous and inconsiderate use of e-bikes, scooters and other vehicles in the Alperton area, particularly where they are ridden at excessive speeds, on pavements, without appropriate lighting or safety equipment, or in a manner that places pedestrians and other road users at risk.

As an immediate step, the concerns raised in Alperton will be referred to the next Brent Joint Action Group meeting. This multi-agency forum, chaired by the local Neighbourhood Police Inspector, brings together key partners to coordinate responses to community safety issues. Through this partnership approach, we will seek to develop targeted enforcement activity focused on dangerous vehicle use and breaches of the borough's Nuisance Vehicles Public Spaces Protection Order (PSPO).

Alongside this, the Council will engage with local businesses and commercial premises in the Alperton area to raise awareness of the current PSPO requirements and encourage their support in reducing vehicle-related anti-social behaviour and improving compliance.

In addition, last year the Leader of Brent Council wrote to all major food delivery platforms operating in the borough, raising concerns about rider behaviour and public safety and calling on companies to establish and enforce clear rider codes of conduct aligned with the Highway Code, alongside stronger measures to improve compliance and accountability.

Looking beyond these immediate actions, the Council has commenced a review of the borough's Nuisance Vehicle PSPO. This forms part of a medium to long-term programme of work to assess the effectiveness of the current arrangements, identify opportunities to strengthen enforcement and consider whether additional measures may be required to respond to emerging issues, including the increasing use of e-bikes and scooters.

The review is being undertaken against a backdrop of reduced police resources and the disbandment of the Roads and Transport Policing Command's Roads and Transport Enforcement Team. This has affected enforcement capacity such as challenges relating to cloned registration plates, which can make the identification and prosecution of vehicle-related offences more difficult.

Whilst powers to seize illegal e-bikes, scooters and vehicles primarily rest with the Metropolitan Police Service, the Council will continue to work closely with police colleagues and other partners to identify enforcement opportunities, support targeted operations and improve safety for residents and visitors. Through both immediate partnership activity and the longer-term review of the PSPO framework, the Council remains committed to addressing dangerous and anti-social vehicle use across Alperton and the wider borough.

2. Question from Sushil Rapatwar to Councillor Gwen Grahl (Deputy Leader & Cabinet Member Finance & Resources)

Brent's council tax arrears reached £85.3 million at the end of 2024/25 — the highest of any London borough. Over the same period, enforcement agent (bailiff) return rates fell to 16.8%, and the council's unallocated reserves are forecast to fall to £7.5 million, with a risk of depletion by 2027/28.

Can the Deputy Leader & Cabinet Member for Finance and Resources confirm these figures and set out the specific plan and timetable to reduce Brent's council tax arrears, which are the highest in London?

Response:

Council Tax Arrears

Brent's historic council tax debt stood at £84.3m as at 1 April 2025. During 2025/26, the Council reduced historic arrears by £13.1m, lowering the balance from £84.3m to £71.2m. However, £21.7m of uncollected 2025/26 council tax liability was carried forward into 2026/27. As a result, total council tax debt at 1 April 2026 increased to £92.9m.

The Council does not recognise the 16.8% enforcement agent return rate referred to in the question. During 2025/26 Brent utilised four enforcement agent suppliers and monitored performance across all providers. The average collection rate achieved was 22.3%, which exceeds the commonly cited sector average of 20% for enforcement agent recovery activity. The Council continues to monitor enforcement activity closely to ensure recovery action remains effective, proportionate and represents value for money, while balancing the need to maximise collection rates with appropriate support for vulnerable residents.

Taking into account the 4.99% Council Tax increase for 2026/27, the 2026/27 collection target of 93.5% represents an increase in the value of income to be collected during the year.

In relation to the Council's plans to reduce council tax arrears, the Council has implemented a performance improvement programme to strengthen collection performance and reduce outstanding debt.

Key actions include:

- Targeted focus on segmented arrears with increased use of automated technologies facilitating text message, email and outbound telephone contact campaigns, which have already contributed to a £3.4m reduction in debt from 1 April 2026.
- Establishment of a dedicated six-month Council Tax Engagement & Recovery Team focused on early intervention, payment arrangements, increasing Direct Debit take-up and identifying vulnerable residents for support.

- A data-cleansing exercise to obtain missing email and mobile contact details for approximately 27,000 customers, enabling more effective engagement and recovery activity.
- Increased use of charging orders, repayment plans and targeted recovery action against higher-value debtors, with charging orders to the value of £3.5m secured.
- Further automation of recovery processes, including the introduction of AI-enabled statement generation and exploration of enhanced case management systems.
- Ongoing support for residents facing genuine financial hardship through the Council Tax Hardship Fund, which provided 13,154 awards worth £1.5m during 2025/26.

The improvement plan is focused on delivering service improvements throughout 2026/27, during which performance will be closely monitored to ensure collection levels remain on target. The increased in-year Council Tax collection target of 93.5% is expected to generate approximately £2.5 million in additional income compared with the previous year's target.

The Improvement Programme has established a stronger foundation for delivery through enhanced governance and performance management arrangements, the introduction of repeatable recovery campaigns and earlier interventions, improved debt segmentation and targeted recovery strategies, and a greater focus on reducing avoidable customer contact while increasing the use of automated payment methods and self-service channels.

The service will prioritise performance to ensure collection remains on trajectory. Early warning indicators will be monitored closely, with escalation routes and targeted recovery campaigns deployed promptly where emerging risks are identified. This approach will also include the early monitoring of applications and uptake of the Council Tax Hardship Fund to ensure support is targeted appropriately while maintaining collection performance.

Progress will be monitored through monthly Income and Debt Board meetings, operational performance reviews, and regular reporting to senior management and members. While council tax debt remains a significant challenge, the initiatives commenced in 2025/26 and continued throughout 2026/27 demonstrates that reductions in historic debt balances are achievable with sufficient resources, governance and performance monitoring in place.

Reserves

At the end of 2025/26, the Council held £24.3m of unallocated reserves (reserves that are not earmarked for a specific purpose). Of this, £20.7m is the General Fund Balance, the Section 151 officer's assessment of the adequate level of reserves required to maintain the Council's financial sustainability. At Quarter 1 in 2026/27, the

Council was reporting a forecast overspend of £9.5m. If left unmitigated, this would result in a reduction of the unallocated reserves to £14.8m at the end of 2026/27. However, the Council is taking a number of mitigating actions, including continuing to implement spending controls and a further update will be provided to Cabinet in the Quarter 2 Financial Forecast report in October.

As stated in the Medium Term Financial Outlook report to Cabinet in July 2026, in the event that any overspend in 2026/27 is not mitigated, the Council would need to make provision for replenishing the General Fund balance in 2027/28. The existing budget gap identified in the report is inclusive of some provision to increase reserves, but any further unmitigated pressures would add to this budget gap. At present, the risk of the council's unallocated reserves being depleted by 2027/28 is considered to be low, based on the actions being taken, but any increase to the forecasted overspend in 2026/27 will increase this risk. The Council will need to consider how this risk can be mitigated, while committing to increase reserves over the next two years to enhance its financial resilience and sustainability.

This page is intentionally left blank



Item 9.1

Full Council – 14 September 2026

Labour Group Motion

All Aboard the West London Orbital

This Council notes:

- The West London Orbital (WLO) would bring under-used freight railway into passenger use as part of the London Overground, with an 18.5km route spanning Hounslow, Ealing, Brent and Barnet.
- New stations at Harlesden and Neasden, with up to six trains per hour, would give Brent residents direct connections to Old Oak Common, Brent Cross and West London's Golden Mile Tech District. Journey times would be transformed, with Harlesden to Brent Cross West falling from 39 to 13 minutes and Neasden to Old Oak Common from 44 to 11 minutes.
- The WLO is projected to support more than 15,000 new homes, 11,500 new jobs and nearly £500 million in wider economic benefits. In Brent alone, it could support around 4,100 homes and widen access to jobs.
- More than 1.3 million car kilometres a year could be removed from Brent's roads through a shift to WLO services.

This Council believes:

- The new Government's focus on transport, housing and growth provides an opportunity for Brent to renew its efforts to secure support for the WLO.
- London must remain central to the national conversation on transport and growth. West London alone is a nearly £70 billion economy, while Brent residents paid £1.58 billion in income tax in 2023/24 – as much as Glasgow and more than Manchester. Investment in London also supports skilled jobs and supply chains across the UK, including rail manufacturing at Alstom's factory in Derby. Investment that unlocks further growth in London is of benefit to the whole country.
- Brent is not immune from the challenges facing communities elsewhere in the country. Brent contains some of the most deprived communities nationally, including along the proposed WLO route. 37% of the travel-time savings for

journeys originating in Brent would accrue in areas among the 20% most deprived nationally.

- By connecting with the Elizabeth line and HS2 at Old Oak Common, the WLO would help maximise the benefits of national rail investment while improving access to employment, education and opportunity across London.

This Council therefore resolves:

- (1) To reaffirm its strong support for the West London Orbital and renew its engagement with the Government to ensure Brent and London's voice is heard in decisions on future transport investment.
- (2) To write to the Secretary of State for Transport and the Chancellor of the Exchequer, setting out the economic, social and national case for the WLO and calling on Government to work with the Mayor of London, TfL and West London boroughs towards a credible funding pathway for delivery.
- (3) To continue working with the Mayor of London, TfL, the West London Alliance and neighbouring boroughs to progress the WLO and maximise its benefits for Brent residents.
- (4) To work with TfL and other partners to safeguard land and protect future options for additional WLO stations in Brent, particularly where public transport accessibility is currently limited.
- (5) To support and promote the forthcoming public consultation, encouraging residents, businesses and community organisations to help shape the proposals.

Councillor George Burn
Willesden Green Ward

Full Council – 14 September 2026

**Amendment submitted by the Green Group to the Labour Group
Motion**

Proposed amendment – To delete the wording indicated add the wording underlined in red:

All Aboard the West London Orbital

This Council notes:

- The West London Orbital (WLO) would bring under-used freight railway into passenger use as part of the London Overground, with an 18.5km route spanning Hounslow, Ealing, Brent and Barnet.
- New stations at Harlesden and Neasden, with up to six trains per hour, would give Brent residents direct connections to Old Oak Common, Brent Cross and West London's Golden Mile Tech District. ~~Journey times would be transformed, with Harlesden to Brent Cross West falling from 39 to 13 minutes and Neasden to Old Oak Common from 44 to 11 minutes.~~
- The WLO is projected to support more than 15,000 new homes, 11,500 new jobs and nearly £500 million in wider economic benefits. In Brent alone, it could support around 4,100 homes and widen access to jobs.
- More than 1.3 million car kilometres a year could be removed from Brent's roads through a shift to WLO services.
- Brent Council has already committed £616,655 towards a feasibility study for the West London Orbital project in conjunction with other boroughs.

This Council believes:

- The new Government's focus on transport, housing and growth provides an opportunity for Brent to renew its efforts to secure support for the WLO.
- London must remain central to the national conversation on transport and growth. West London alone is a nearly £70 billion economy, while Brent residents paid £1.58 billion in income tax in 2023/24 – as much as Glasgow and more than Manchester. Investment in London also supports skilled jobs and supply chains across the UK, ~~including rail manufacturing at Alstom's factory in Derby.~~

Investment that unlocks further growth in London is of benefit to the whole country.

- Brent is not immune from the challenges facing communities elsewhere in the country. Brent contains some of the most deprived communities nationally, including along the proposed WLO route. ~~37% of the travel-time savings for journeys originating in Brent would accrue in areas among the 20% most deprived nationally.~~
- By connecting with the Elizabeth line and HS2 at Old Oak Common, the WLO would help maximise the benefits of national rail investment while improving access to employment, education and opportunity across London.

This Council therefore resolves:

- (1) To reaffirm its strong support for the West London Orbital and renew its engagement with the Government to ensure Brent's ~~and London's~~ voice is heard in decisions on future transport investment, including advocating for a firm investment commitment from DfT and other relevant partners before more local authority finance is committed.
- (2) To write to the Secretary of State for Transport and the Chancellor of the Exchequer, ~~setting out the economic, social and national case for the WLO and~~ calling on Government to work with the Mayor of London, TfL and West London boroughs towards a credible funding pathway for delivery that recognises the financial position of local authorities like Brent.
- (3) To continue working with the Mayor of London, TfL, the West London Alliance and neighbouring boroughs to progress the WLO and maximise its benefits for Brent residents.
- (4) To work with TfL and other partners to safeguard land and protect future options for additional WLO stations in Brent, particularly where public transport accessibility is currently limited.
- (5) To support and promote the forthcoming public consultation, encouraging residents, businesses and community organisations to help shape the proposals.

Councillor Suzanne Gallagher
Kilburn Ward

Full Council – 14 September 2026

Conservative Group Motion

Temporary Accommodation: Better Value and Greater Accountability

This Council notes:

- Brent faces severe pressure from rising homelessness, constrained housing supply and the increasing cost of temporary accommodation. In April 2026, the Council reported approximately 2,450 households in temporary accommodation, with around 60% in nightly paid arrangements.
- Brent's Housing Needs service was forecast to overspend by £4.5 million in 2025/26, while expenditure on nightly paid temporary accommodation was expected to reach approximately £38 million. The Council has allocated a further £8 million of budget growth to Housing Needs to address existing and anticipated demand pressures.
- The Council has acknowledged that reliance on nightly paid accommodation creates financial volatility, increasing caseloads, limited affordable options and variable accommodation quality. It has also identified longer-term leasing to provide greater stability and better value, with around 367 units anticipated to deliver approximately £4.8 million a year in savings or cost avoidance compared with equivalent nightly paid accommodation.

This Council believes:

- Families who become homeless deserve safe, suitable and stable accommodation, while Brent taxpayers are entitled to expect that scarce resources are managed effectively.
- Nightly paid accommodation will sometimes be unavoidable, but it should not become a long-term substitute for developing more stable and better value housing supply.
- The success of Brent's temporary accommodation strategy should therefore be judged by whether reliance on costly nightly accommodation is falling, properties are being brought into use quickly, families move into more stable homes and forecast savings are achieved.

This Council therefore calls on Cabinet to:

- (1) Set and publish measurable targets for reducing Brent's reliance on nightly paid and other high-cost temporary accommodation, together with a clear trajectory for achieving those reductions.
- (2) Review the process for bringing newly acquired and leased properties into occupation, identifying avoidable delays and establishing clear performance targets for the time between a property becoming available to the Council and a household moving in.
- (3) Continue to pursue longer-term leasing, acquisition and other supply options where these provide demonstrably better value and greater stability, while regularly assessing whether the savings and cost avoidance anticipated in business cases are being achieved.
- (4) Introduce and publish a monthly Temporary Accommodation Performance Dashboard, reporting where possible:
 - The total number of households in temporary accommodation;
 - The number in nightly paid accommodation and B&Bs;
 - Expenditure on temporary accommodation and the cost of nightly paid provision;
 - The number of households moved into more stable accommodation;
 - The number of acquired or leased properties awaiting occupation and the average time taken to bring them into use;
 - The number of households placed outside Brent;
 - Progress against the Council's published reduction and savings targets.
- (5) Use the Council's new Temporary Accommodation and Private Sector Leasing Digital Management Platform to improve management information, performance monitoring and scrutiny.
- (6) Report progress to the relevant scrutiny committee, including actual savings achieved, progress in reducing nightly paid accommodation and any barriers preventing the Council from moving families into more stable housing more quickly.

Councillor Anup Patel
Kenton Ward

Full Council – 14 September 2026

Green Group Motion

Addressing Urban Heat and Climate Inequality in Brent

This Council Notes:

- Extreme heat is an increasing public health risk, with an estimated 2,877 heat-associated deaths in England during the May and June 2026 heatwaves.
- The risk of extreme heat in Brent is acute. Brent and London Risk Registers identify heatwaves as a major risk requiring local adaptation.
- That social and environmental justice go hand in hand. Extreme heat disproportionately affects communities already experiencing social, economic and health inequalities.
- Brent's Heat Vulnerability Index identifies Park Royal as a hotspot alongside other areas where existing and pipeline data centres are located.
- Tree equity mapping demonstrates a need for increased tree canopy and urban greening across central and southern Brent.
- In June and July following investment of £1.14m the newly refurbished Kilburn Library had to close due to inadequate heat mitigation measures.
- Brent published a Climate Adaptation and Resilience Framework in December 2025 and is strengthening climate adaptation measures across the borough.

This Council Believes:

- Whilst Brent has taken important steps towards climate adaptation the increasing frequency and intensity of extreme heat requires further action.
- Natural green spaces act as heat sinks and should be protected and developed to reduce urban surface temperatures, including partnership with residents.
- The Council has a responsibility to ensure that public spaces are accessible and safe during periods of extreme heat and council housing tenants are protected from heat impacts.

- Existing guidance does not provide sufficiently specific or consistent guidance for assessing the cumulative local heat impacts of data centres, particularly where multiple facilities are concentrated within a small area.

This Council therefore:

- (1) Requests the necessary action be taken to:
 - (a) Expand the network of Cool Spaces across Brent, update the GLA water refill map to reflect all the stations in Brent and explore all options for increasing the number of refill stations across the borough.
 - (b) Integrate natural materials, shading and strategic planting in new playground designs to reduce heat exposure.
 - (c) Begin a dialogue with the NEU about mitigation for over-heating in local authority schools, and review protections for council workers and contractors during periods of extreme heat.
 - (d) Conduct a review of heat risk in public buildings, mapping buildings at high-risk and developing an action plan.
 - (e) Commission a feasibility study into community-public partnerships for the greening and maintenance of spaces such as pocket parks, derelict land and larger areas of hard surfacing to reduce heat and increase access to shade.
 - (f) Ensure that the Local Plan is informed by future climate risks and that future developments assess urban heat and incorporate heat resilience measures.
- (2) Request the Leader of the Council write to the Mayor of London seeking clearer guidance on how local authorities should assess overheating risks and cumulative impacts arising from clusters of data centres.
- (3) Invites the relevant Cabinet Member to set out the Council's approach to managing overheating risks in council housing including responsibilities under Awaab's Law.

Councillor Mary Mitchell
Willesden Green Ward

Full Council – 14 September 2026

Amendment submitted by the Conservative Group to the Green Group Motion

Proposed amendment – To delete the wording indicated and add the wording underlined in red:

Addressing Urban Heat and Climate Inequality in Brent

This Council Notes:

- Extreme heat is an increasing public health risk, with an estimated 2,877 heat-associated deaths in England during the May and June 2026 heatwaves.
- ~~The risk of extreme heat in Brent is acute.~~ Brent and London Risk Registers identify heatwaves as a major risk requiring local adaptation.
- ~~That social and environmental justice go hand in hand.~~ Extreme heat disproportionately affects communities already experiencing social, economic and health inequalities.
- Brent's Heat Vulnerability Index identifies Park Royal as a hotspot alongside other areas ~~where existing and pipeline data centres are located~~ with existing or proposed data centres.
- Tree equity mapping demonstrates a need for increased tree canopy and urban greening across central and southern Brent.
- ~~In June and July following investment of~~ Following £1.14m investment, the newly refurbished Kilburn Library ~~had to closed~~ due to inadequate heat mitigation measure during June and July due to inadequate heat mitigation.
- Brent published a Climate Adaptation and Resilience Framework in December 2025 and ~~is strengthening climate adaptation measures across the borough.~~

This Council Believes:

- ~~Whilst Brent has taken important steps towards climate adaptation the increasing frequency and intensity of extreme heat requires further action.~~

- Natural green spaces ~~act as heat sinks and~~ should be protected and developed to reduce urban surface temperatures, ~~including partnership with residents.~~
- ~~The Council has a responsibility to ensure that~~ Public spaces are accessible and safe during periods of extreme heat and council housing tenants are protected from heat impacts.
- Existing Clear guidance is needed on ~~does not provide sufficiently specific or consistent guidance for assessing the cumulative local heat impacts of~~ from data centres, ~~particularly where multiple facilities are concentrated within a small area.~~

This Council therefore:

- (1) Requests the necessary action be taken to:
 - (a) ~~Expand the network of Cool Spaces across~~ Brent's network of Cool Spaces, update the GLA water refill map ~~to reflect all the stations in Brent and explore all options for increasing the number of refill stations across the borough.~~
 - (b) Integrate natural materials, shading and strategic planting in new playground designs to reduce heat exposure.
 - (c) Engage maintained schools, relevant trade unions and education partners on practical measures to mitigate ~~Begin a dialogue with the NEU about mitigation for overheating in local authority schools,~~ including consideration of likely costs and options for implementation, and review protections for council workers and contractors during periods of extreme heat.
 - (d) Conduct a proportionate review of heat risk in public buildings, ~~mapping identifying those at highest~~ buildings at high risk and developing an a prioritised and costed action plan, with the scope and cost of the review itself kept proportionate and any subsequent measures assessed according to risk, value for money and deliverability.
 - (e) Commission a feasibility study into community-public partnerships for the greening and maintenance of spaces such as pocket parks, derelict land and larger areas of hard surfacing to reduce heat and increase access to shade, with any proposals demonstrating value for money, clear long-term maintenance responsibilities and measurable community benefit, including opportunities for community or business sponsorship where appropriate.
 - (f) Ensure that the Local Plan is informed by future climate risks and that future developments assess urban heat and incorporate heat resilience measures.
- (2) Request the Leader of the Council write to the Mayor of London seeking clearer guidance on how local authorities should assess and mitigate overheating risks and the cumulative environmental ~~cumulative~~ impacts arising from clusters concentrations of data centres, while recognising their economic importance and maximising opportunities to capture and reuse heat through local heat networks where technically and economically viable.

- (3) Invites the relevant Cabinet Member to set out the Council's approach to managing overheating risks in council housing including responsibilities under Awaab's Law.

Councillor Sapna Chadha
Welsh Harp Ward

This page is intentionally left blank

Full Council – 14 September 2026

**Amendment submitted by the Liberal Democrats Group to the
Green Group Motion**

Proposed amendment – To delete the wording indicated and add the wording underlined in red:

Addressing Urban Heat and Climate Inequality in Brent

This Council Notes:

- Extreme heat is an increasing public health risk, with an estimated 2,877 heat-associated deaths in England during the ~~May and June~~ 2026 heatwaves.
- ~~The risk of extreme heat in Brent is acute. Brent and London Risk Registers identify heatwaves as a major risk requiring local adaptation,~~ disproportionately affecting communities facing social, economic and health inequalities.
- ~~That social and environmental justice go hand in hand. Extreme heat disproportionately affects communities already experiencing social, economic and health inequalities.~~
- Brent's Heat Vulnerability Index identifies Park Royal as a hotspot alongside other areas where existing and pipeline data centres are located.
- Tree equity mapping demonstrates a need for increased tree canopy and urban greening across central and southern Brent.
- ~~In June and July~~ Following investment of £1.14m, the newly refurbished Kilburn Library had to close this summer due to inadequate heat mitigation measures.
- Brent published a Climate Adaptation and Resilience Framework (CARF) in December 2025 and is strengthening climate adaptation measures across the borough.
- Domestic gardens cover around 30% of Brent's land, whilst approx. 42% of UK garden space is paved, increasing heat absorption in neighbourhoods.

This Council Believes:

- Whilst Brent has taken important steps towards climate adaptation the increasing frequency and intensity of Increasingly frequent and extreme heat requires further action adaptation.
- Natural green spaces act as heat sinks and should be protected and developed expanded to reduce urban surface temperatures, including through resident partnerships partnership with residents.
- The Council has a responsibility to ensure that public spaces are accessible and safe during periods of extreme heat and council housing tenants are protected from heat impacts. The Council should ensure public spaces remain safe during extreme heat and protect council tenants from overheating.
- Existing guidance on cumulative local heat impacts from clustered data centres is insufficient. does not provide sufficiently specific or consistent guidance for assessing the cumulative local heat impacts of data centres, particularly where multiple facilities are concentrated within a small area.
- Private gardens collectively provide vital green infrastructure and should form part of Brent's response to heat, biodiversity loss and flooding.

This Council therefore:

- (1) Requests the necessary action be taken to:
 - (a) ~~Expand the network of Cool Spaces across Brent, update the GLA water refill map to reflect all the stations in Brent and explore all options for increasing the number of refill stations across the borough.~~ Expand Brent's Cool Spaces and water refill network and ensure all stations appear on the GLA map.
 - (b) Integrate natural materials, shading and strategic planting in new playground designs to reduce heat exposure.
 - (c) Begin a dialogue with the NEU about mitigation for over-heating in local authority schools, and review protections for council workers and contractors during periods of extreme heat.
 - (d) Bring forward CARF's ~~conduct a review of heat risk in public buildings, mapping buildings at high-risk and developing an~~ prioritised action plan.
 - (e) ~~Commission a feasibility study into~~ Explore community-public partnerships to for the greening and maintain ~~maintenance of spaces such as~~ pocket parks, derelict land and larger areas of hard surfacing to reduce heat and increase access to shade.
 - (f) ~~Ensure that the Local Plan is informed by~~ reflects future climate risks and ~~that future developments assess urban heat and incorporate heat resilience measures.~~ bringing forward CARF climate-resilience standards in planning and building control.

- (g) Explore a borough-wide campaign, drawing on National Park City Front Gardens, to discourage unnecessary paving and artificial grass, promote living garden space and engage landlords against hard-surfacing gardens.
 - (h) Explore incentives for depaving and greener driveways, including reduced vehicle crossover charges for designs retaining more planting.
 - (i) Expand Trees for Brent, prioritising LSOAs with the lowest tree equity scores (0-79)
- (2) Request the Leader of the Council write to the Mayor of London seeking clearer guidance on how local authorities should assess overheating risks and cumulative impacts arising from clusters of data centres.
- (3) Invites the ~~relevant~~ Cabinet Member to set out the Council's approach to ~~identifying, preventing and managing overheating risks in council housing, including responsibilities~~ overheating in council housing under Awaab's Law; work with the GLA and Newham on its retrofit pilot; and use the evidence to bring forward Brent's climate-resilient retrofit programme for high-risk council homes and vulnerable assets.

Councillor Krishna Chauhan
Alperton Ward

This page is intentionally left blank



Questions from the Opposition and Other Non-Cabinet Members

Full Council – 14 September 2026

1. Question from Councillor Donnelly-Jackson to Councillor Liz Dixon (Cabinet Member for Community Safety and Public Health)

Better, the UK's largest public swimming operator, recorded its busiest-ever summer for lidos and outdoor swimming in 2025, with 542,998 visits between June and August, up 30% from 416,847 over the same period in 2024. There is clear and growing public demand for outdoor swimming that existing provision is not meeting. Across the country, communities are organising, fundraising and campaigning for new and restored lidos, demonstrating an appetite for safe, accessible outdoor swimming that goes well beyond nostalgia.

There is also an important public health and water-safety case for widening access to swimming. Recent data suggests that children from Black, Asian and minority ethnic communities in England are 3.5 times more likely to drown than their white counterparts.

Brent has a proud history of outdoor swimming, with public lidos once serving communities at Gladstone Park, Vale Farm, Harlesden and Kingsbury among others.

With warmer summers, growing demand for outdoor swimming and the significant physical and mental health benefits of swimming, could the Cabinet Member consider commissioning a feasibility study into creating a new public lido or "People's Pool" in Brent?

As we develop our ambition to make Brent a borough of play, such a study could look at latent demand, potential locations, costs, operating models and opportunities for external or partnership funding.

Response:

Thank you to Councillor Donnelly-Jackson for raising this important and timely question.

Yes. I am pleased to confirm that the Council will take this work forward. The administration made a clear manifesto commitment to launch a feasibility study for a new lido and we will now begin turning that commitment into a deliverable programme of work. This forms part of our wider ambition to make Brent the borough of play and to create a fairer, healthier borough.

Brent has a rich history of public outdoor swimming. [Gladstone Park's swimming pool opened in 1903](#), followed by [King Edward VII Recreation Ground in 1911](#), [Vale Farm Lido in 1932](#), [Harlesden Lido in 1935](#) and [Kingsbury Lido in 1939](#). These were important public places where generations of Brent residents came together to swim, play and spend time with family and friends.

That history gives us a strong foundation, but our ambition is firmly focused on our future. Outdoor swimming is growing in popularity, London is experiencing hotter summers and residents need safe and affordable places to swim and cool down. As the question notes, Better recorded 542,998 visits to some lidos and outdoor swimming facilities between June and August 2025, an increase of 30% on the previous year.

There is also a clear public health and water-safety case. [Royal Life Saving Society \(RLSS\) UK reports](#) that almost three in ten Year 6 children nationally cannot confidently swim 25m or perform safe self-rescue, with a substantial attainment gap between children from the least and most deprived communities. The unequal drowning risk experienced by children from some ethnic minority communities is particularly relevant in a diverse borough such as Brent.

A future lido must therefore be more than a summer attraction. It should support affordable swimming, learning, water confidence, self-rescue, play, physical activity and social connection. It must also be accessible to the communities currently least likely to benefit from swimming provision.

The Council is already acting to widen access to swimming. We have [expanded free school-holiday swimming](#) for children and young people across Vale Farm, Willesden and Moberly sports centres. We will build on this further during 2027 as we progress the administration's wider commitments on access to swimming.

Our strategic work has also included a Facilities Planning Model (FPM), which identified an indicative borough-wide shortfall of around 650m² of pool water space by 2041. While the model focuses on conventional swimming pools, it provides further evidence of the need to plan strategically for Brent's long-term swimming provision.

We are already responding, the new Bridge Park Leisure Centre will include a 25-metre, six-lane pool and a dedicated learner pool, alongside wider fitness, wellbeing and community facilities.

The lido feasibility study will therefore be developed through our wider Strategic Outcomes Planning Model (SOPM) work and be reflected in our infrastructure strategies. This will ensure that the proposition is grounded in evidence and connected to our plans for leisure centres, parks, public health, play and community infrastructure.

The study will consider demand, potential locations, capital and operating costs, different delivery and operating models, and opportunities for external and partnership funding.

We also want to consider what may be achievable before a permanent lido could be delivered. Alongside the longer-term feasibility study, officers will explore whether safe and affordable temporary or pilot outdoor-swimming provision could be introduced sooner at a suitable location.

We will learn from successful schemes elsewhere across the country, while developing an approach that reflects Brent's communities and our own history. Residents, community organisations and groups interested in reviving Brent's lido heritage will have opportunities to contribute as the work develops.

I have asked the Active Wellbeing service to lead the scope and delivery plan for the feasibility study, working with colleagues across the Council and with external partners. The first stage will establish the evidence, governance, resources and commissioning route needed to move the study forward.

This is how we will turn the administration's manifesto commitment into tangible action: establishing the case, identifying deliverable options, building the right partnerships and creating a clear basis for future decisions and investment. Our aim is to establish how Brent can once again provide a public outdoor swimming facility that is safe, inclusive, affordable and sustainable for future generations.

2. Question from Trevor Blackman to Councillor Jake Rubin (Cabinet Member for Children's Services, Employment & Climate Action)

The Government's Youth Guarantee represents a major opportunity to ensure that every young person has a route into education, training or work, backed by £2.5 billion of investment to tackle youth unemployment.

This includes expanded Youth Hubs, a new £3,000 Youth Jobs Grant for employers who recruit eligible 18-to-24-year-olds, and a Jobs Guarantee expected to provide more than 90,000 young people with fully funded paid employment over the next three years.

On this basis:

- (a) Would the Cabinet Member set out what work Brent is undertaking to ensure that the Youth Guarantee is fully rolled out in our borough, that local employers are encouraged to participate, and that Brent's young people benefit from the opportunities and funding now available?
- (b) Will the Council also develop a Brent Youth Opportunity Guarantee of its own, bringing together schools, colleges, employers, Brent Works, youth services and community organisations to create a clearer pathway from education into meaningful work experience, apprenticeships, training, mentoring and sustained employment?
- (c) In particular, how can we ensure that young people who face the greatest barriers, including those with SEND, care-experienced young people, those at risk of becoming NEET and those without established professional networks, are at the front of the queue for these new opportunities?

Response:

- (a) The Council welcomes the Government's Youth Guarantee and the opportunities it presents for Brent's young people. Supporting residents into good work is a key priority within our emerging Employment and Skills Strategy, which places a strong emphasis on improving outcomes for young people and those facing barriers to employment. We will be introducing our strategy, which sets out the Council's ambition to support residents into more and better jobs, over the coming weeks.

We are working closely with Jobcentre Plus, the West London Alliance, education providers and employers to maximise the opportunities arising from the Government's Youth Jobs Guarantee. This includes promoting the new Youth Jobs Grant to local employers and engaging with the Department for Work and Pensions as it progresses the selection of delivery partners for the national rollout.

No providers have yet been appointed, but the Council, through the Employment and Opportunities Service, retains an active interest following a collaborative bid with West London neighbours. We expect announcements on successful bids

imminently and will keep Members informed as the delivery landscape becomes clearer.

We will also continue to use Brent Works and our employer relationships to encourage local businesses to create opportunities for young people and make the most of the funding available.

- (b) We are keen to develop a Brent Youth Opportunity Offer, bringing together and strengthening the range of work already taking place across the Council and with our partners. This will provide a clearer, more joined-up offer for young people, while identifying where existing provision can be enhanced.

We will work with Cllr Blackman, Members, officers and partners including schools, colleges, training providers, employers, Brent Works, youth services and community organisations to develop this offer. Subject to consultation with officers and available resources through the Council's budget-setting process, we will also explore where additional activity could strengthen it.

This work will be supported by the Youth Employment and Progression Taskforce, which we are establishing with Young Brent Foundation. The Taskforce will help us:

- Strengthen transitions from education into employment and training.
- Increase access to work experience, apprenticeships and industry placements.
- Improve employer engagement and create more opportunities.
- Align local provision with national initiatives such as the Youth Jobs Guarantee.
- Identify gaps in support and develop solutions collaboratively.
- Improve progression into sustained and higher-quality employment.
- Provide partnership oversight, performance monitoring and accountability.

We are also exploring how a targeted Educational Maintenance Allowance (EMA) could incentivise and support young people who are at risk of becoming NEET or are already NEET, as well as those considering vocational and further education routes. This could help young people remain engaged in education and training and support stronger progression into employment.

- (c) A key principle of this work will be ensuring that those facing the greatest barriers are not left behind. This includes young people with SEND, care-experienced young people, those at risk of becoming NEET, young people undertaking vocational training, and those without established professional networks.

Through targeted outreach, tailored support and stronger partnership working, we will seek to ensure these young people are prioritised for opportunities and receive the support they need to succeed.

The Taskforce will also help identify gaps in provision and improve connections to employers, mentoring, work experience and apprenticeships, with a focus on progression into sustained and higher-quality employment.

Ultimately, our ambition is for every young person in Brent to have a clear route into education, training or good work, with additional support for those who face the greatest barriers.

3. Question from Councillor Jayanti Patel to Councillor Promise Knight (Cabinet Member for Cleaner Streets, Transport & Public Realm)

For each of the last three financial years, can the Cabinet Member confirm:

1. How many occasions Brent Council has identified highway works carried out by its contractors as defective or below the required standard, and how many times have contractors subsequently been required to return and rectify those works at their own cost under contractual warranty or defect provisions?
2. What financial deductions, penalties or other contractual sanctions have been imposed on highways contractors as a result of defective or substandard work, including the total value in each year?
3. How many defective highway reinstatements undertaken by utility companies have been identified by the Council, how many have subsequently been rectified, and what total amount has been recovered or charged to utility companies as a result?
4. What proportion of completed highway works are currently subject to post-completion inspection or quality assurance checks?
5. Does the Council maintain a central record of repeat defects, remedial works and financial penalties by individual contractors, and if so, will this information be made publicly available to enable councillors and residents to assess contractor performance and value for money?

Response:

- 1. How many occasions Brent Council has identified highway works carried out by its contractors as defective or below the required standard, and how many times have contractors subsequently been required to return and rectify those works at their own cost under contractual warranty or defect provisions**

The Council monitors the quality of highway works through a combination of inspections, quality assurance processes and contract management activities. Where works are found to be defective, incomplete, not carried out to the required standard, failing prematurely, or not undertaken in accordance with the agreed scope of works, contractors are required to return and undertake the necessary remedial works at their own expense.

The number of recorded occasions where completed highway works required the contractor to return and undertake remedial works during the last three financial years was as follows:

Financial Year	Reactive Maintenance Defects	Planned Maintenance Improvement Defects	Total
2023/24	119	0	119
2024/25	15	0	15
2025/26 (to date)	7	6	13
Total	141	6	147

All of the above defects were rectified by the relevant contractor at its own expense in accordance with its contractual obligations and at no additional cost to the Council. 2023/24 was the first year of the contract.

It should be noted that defects identified and corrected during the construction process before completion and acceptance of the works are not included within these figures, as they are dealt with as part of normal site supervision and quality control procedures.

2. What financial deductions, penalties or other contractual sanctions have been imposed on highways contractors as a result of defective or substandard work, including the total value in each year

During the last three financial years, the Council has not imposed any specific financial penalties or deductions on its principal highways maintenance contractors solely in relation to defective workmanship.

Where defects or quality issues have been identified, contractors have undertaken the necessary remedial works at their own expense in accordance with their contractual obligations. Where appropriate, payment for repairs is withheld until remedial works are completed to the satisfaction of officers. As defects identified by the Council were accepted by the contractor and rectified within the required timescales, no additional financial sanctions were applied.

3. How many defective highway reinstatements undertaken by utility companies have been identified by the Council, how many have subsequently been rectified, and what total amount has been recovered or charged to utility companies as a result?

NRSWA Officers will conduct a sample number of Category B inspections for completed works. This is carried out within 6 months of the interim or permanent reinstatement. The charge for Cat B inspections is £50. The relevant utility is notified of the inspection fail and required to programme and complete correction works. Follow Up inspections to monitor repair work and ensure the defect has been fully rectified is charged at £120 per visit.

The table below shows data for the number of Cat B inspections and failures requiring Follow Up inspections. All correction works are at the utility contractor's expense.

Cat B	Inspections completed	Inspections Failed
Data for 2024-2025	1111	121
Data for 2025-2026	869	31

NRSWA Officers will also conduct a sample number of Category C inspections. These are carried out within the three months preceding the end of the guarantee period, which is normally 2 years. The failure process as applied for Cat B defects also applies for Cat C defects.

Cat C	Inspections completed	Inspections Failed
Data for 2024-2025	866	25
Data for 2025-2026	621	17

The figures below relate to statutory inspection and follow-up inspection charges levied under the New Roads and Street Works Act 1991. Where reinstatements fail inspection, the utility company is responsible for carrying out any remedial works at its own expense. The Council does not undertake these remedial works and therefore does not separately recover the cost of the corrective works.

The total amount of inspection and follow-up inspection charges invoiced to utility companies was £53,580 in 2024/25 and £41,180 in 2025/26.

4. What proportion of completed highway works are currently subject to post-completion inspection or quality assurance checks?

All planned highway maintenance, carriageway resurfacing and capital improvement schemes are subject to post-completion inspection and quality assurance processes before final acceptance by the Council.

Given the high volume of reactive maintenance works undertaken across the borough, it is not practical to physically inspect every individual repair. Contractors are required to provide completion records and photographic evidence for all reactive maintenance works, which are reviewed by Council officers.

Approximately 50% of reactive maintenance repairs are subject to a desktop audit of the photographic completion records. Where photographic evidence is considered insufficient, where concerns are identified during the audit process, or where complaints or enquiries indicate that works may be defective, further site inspections may be undertaken and remedial works required where appropriate.

This risk-based approach enables resources to be targeted towards locations where there is evidence that further investigation may be necessary whilst maintaining oversight of completed highway works across the network.

5. Does the Council maintain a central record of repeat defects, remedial works and financial penalties by individual contractors, and if so, will this information be made publicly available to enable Councillors and residents to assess contractor performance and value for money?

The Council maintains records of highway inspections, defects and maintenance activities through its asset management systems, including Symology.

Whilst the history of a particular location can be reviewed, the Council does not maintain a specific register of "repeat defects" by contractor and the system does not contain a dedicated repeat-defect recording function.

The presence of multiple defects at the same location does not necessarily indicate defective workmanship or contractor failure. Defects may arise for a variety of reasons including utility works, third-party damage, traffic loading, environmental conditions, or the deterioration of surrounding highway assets over time.

Information relating to highway inspections, maintenance activities and contractor performance is recorded and monitored through the Council's asset management and Street Works management systems, including Symology and Aurora.

Requests for recorded information are considered in accordance with the relevant information access legislation.

4. Question from Councillor Barbara Want to Councillor Matt Kelcher (Cabinet Member for Regeneration & Planning)

Can the Cabinet Member set out what actions Brent Council has taken, is taking or will take to address fears by Brent residents about the potential release of toxic dust and airborne contaminants during the proposed redevelopment of the former Kensal Gas Works site at Ladbroke Grove in the Royal Borough of Kensington and Chelsea (RBKC), just over the border from Brent?

The site is known to contain arsenic, cyanide, benzene, toluene and asbestos and expert opinion suggests disturbed contaminants released into the air can travel up to 4 miles from the site. More than 100 lorries a day will transport waste away along Brent roads and past Brent homes. The works will last up to 15 years. Residents are understandably anxious about the public-health implications.

In light of this, can the Cabinet Member confirm whether Brent Council will:

- (1) Approach RBKC to establish a cross-borough air-quality monitoring and oversight group for the duration of the excavation works.
- (2) Ensure this group includes Brent officers, Brent residents and independent environmental or public-health experts.
- (3) Work with RBKC to agree a shared monitoring framework, including real-time air-quality monitoring at multiple Brent locations, transparent publication of data and incident reports, and clear thresholds for escalation and joint response.
- (4) Create a clear route for Brent residents to raise concerns, ensuring issues are logged, investigated and addressed through the cross-borough structure rather than redirected to the developer.

Response:

The potential impacts of contamination and air quality were considered by the Royal Borough of Kensington and Chelsea (RBKC) as part of its assessment of the application. These matters were addressed in the Planning Committee reports and discussed at the committee meeting itself. The concerns raised in relation to contamination and air quality were thoroughly assessed, and the relevant technical consultees concluded that there were no significant risks associated with either issue.

RBKC's Planning Committee resolved to grant planning permission subject to a number of conditions, including a requirement for air quality monitoring. Where air quality monitoring is required for development proposals, it is normally undertaken close to the development site, as these locations are most likely to experience dust and other construction-related impacts. Monitoring is not normally required along transport routes to and from the site, as locations further from the development are less likely to be affected.

Planning permission was also granted subject to a condition requiring the contractor to join the Considerate Constructors Scheme. The scheme requires contractors to

provide contact details for local residents, enabling any concerns or complaints arising during the construction period to be raised directly with them.

5. Question from Councillor Najib Warsame to Councillor Jake Rubin (Cabinet Member for Children's Services, Employment & Climate Action) & Councillor Liz Dixon (Cabinet Member for Community Safety and Public Health):

The fatal stabbing of 17-year-old David Wynter at Brent Civic Centre in Wembley on 25 August is an unprecedented tragedy for the communities we represent, and for all of us as residents in Brent. Our thoughts and prayers are with David's family and we commend the council and police services for their swift and thorough response to these events.

This is the second fatal stabbing of a young person in Brent this year. In light of these tragedies will the Cabinet Member:

- (1) commit to reviewing the Youth Justice strategy, currently due to end in 2028, including its monitoring mechanisms to ensure the council's responsibilities are being upheld and accept that meaningful youth violence prevention requires a comprehensive, not siloed, strategy to the wider social and economic conditions that produce this horrendous violence.
- (2) accept that meaningful prevention requires that young people have access to youth services, trusted adults, community spaces and constructive social outlets that are both affordable and readily available?
- (3) commit to identifying specific gaps in affordable youth provision and using NCIL/SCIL funding where available?

Response:

The murder of David Wynter is a tragedy and all of our thoughts are with his family and friends as they grieve his loss.

The police investigation remains ongoing and at this stage it is not possible to draw firm conclusions around what led to this terrible event. Formal safeguarding processes have been established and partners will work closely to analyse the information that emerges and how this will support our wider partnership learning as a result.

- (1) The Youth Justice Plan 2025-2028 was agreed at Cabinet on 13 October 2025 and an annual review was carried out in June 2026, overseen by the multi-agency Youth Justice Partnership Board. There is a stronger focus on prevention activity including alignment of interventions as part of the families first partnership programme. It is accepted that a broad partnership approach is needed to tackle the causes of serious youth violence.
- (2) It is correct to say that meaningful prevention requires that young people have access to youth services in the way described. Brent Council's budget has been cut drastically since 2010 meaning that many services that were once provided directly by the council are now provided by partners and voluntary organisations. Despite this our ambition for Brent's young people, including in preventing acts of serious violence, remains as strong as ever. The Brent Youth Strategy was launched in 2025 (approved by Cabinet in March 2025). Driven and informed by

the views of young people, the strategy focuses on what is most important to young people in their local community with priorities being: (1) Being heard and taking part (2) Reaching goals and enjoying yourself (3) Feeling good (4) Staying safe. The delivery plan, working closely with local partners including schools and youth organisations co-ordinated by the Young Brent Foundation, sets out how the priorities are being delivered. The Brent Youth Strategy Delivery Group includes young people who are activity monitoring progress with the strategy outcomes. The Council is supporting Young Brent Foundation to bid for additional funding from the Mayor's investment fund.

- (3) An example of how the Council supports local youth organisations is the recent £4.5m SCIL capital investment into local youth facilities, including the new Youth Anchor at Church End which is due to open in the autumn. In total 5 organisations were approved for this funding. The Council will continue to encourage youth organisations to bid for NCIL and other funding opportunities, working in partnership to support the strategic aims of the Youth Strategy.
- (4) In addition, Brent's new Community Safety Strategy for 2027-2030 is currently out for public consultation. The strategy will help shape how the Council and its partners work together to tackle crime, anti-social behaviour and violence, and to support safer communities across the borough. We welcome feedback from residents, community groups and stakeholders, and in light of recent events would particularly encourage people to share their views and experiences. All feedback received through the consultation will be carefully considered as the strategy is finalised. Residents can take part via the consultation at [Brent Community Safety Strategy Consultation](#).

 Brent	Full Council 14 September 2026
	Report from the Corporate Director of Finance and Resources
Community and Wellbeing Scrutiny Committee Chair's Update	

Wards Affected:	All
Key or Non-Key Decision:	Council
Open or Part/Fully Exempt: (If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)	Open
List of Appendices:	None
Background Papers:	None
Contact Officer(s): (Name, Title, Contact Details)	Chatan Popat, Strategy Lead – Scrutiny, Democratic and Corporate Governance 020 8937 5068 chatan.popat@brent.gov.uk James Kinsella, Governance and Scrutiny Manager, Democratic and Corporate Governance 020 8937 2063 james.kinsella@brent.gov.uk Amira Nassr, Deputy Director, Democratic and Corporate Governance 020 8937 5436 amira.nassr@brent.gov.uk

1.0 Executive Summary

- 1.0. To update Full Council on the meetings and activities of the Community and Wellbeing Scrutiny Committee and North West London Joint Health and Overview Scrutiny Committee since the last update to Full Council on 06 July 2026.

2.0 Recommendation(s)

That Full Council

- 2.1 Note the report and the updates provided for the Community and Wellbeing Scrutiny Committee and North West London Joint Health and Overview Scrutiny Committee (NWL JHOSC).

- 2.2 Note that the Community and Wellbeing Scrutiny Committee's work programme for the 2026/27 municipal year will be provided as part of the next update report to Full Council once it has been officially agreed at the next meeting scheduled for 16 September 2026.

3.0 Detail

3.1 Contribution to Borough Plan Priorities & Strategic Context

- 3.1.1 The work of the committee contributes to the delivery of all of the strategic priorities within the Borough Plan as it seeks to support, advise and enhance the Council's activity. The recent activity outlined in this report contributes most specifically to the "A Healthier Brent," "The Best Start in Life," "Prosperity and Stability in Brent" strategic priorities within the plan.

3.2 Background

- 3.2.1 Brent Council has two scrutiny committees: the Community and Wellbeing Scrutiny Committee and the Resources and Public Realm Scrutiny Committee. The council also participates as a full voting member in the North West London Joint Health Overview Scrutiny Committee (NWL JHOSC). Councillor Sai Karthik Madabhushi has been appointed as chair of the Community and Wellbeing Scrutiny Committee at the Annual Council Meeting in May 2026. Councillor Sapna Chadha has been appointed to serve as Brent's representative at the North West London Joint Health and Overview Scrutiny Committee (NWL JHOSC).
- 3.2.2 A scrutiny committee can review anything which affects the borough or its inhabitants, subject to its remit. The remit of the Community and Wellbeing Scrutiny Committee is set out in the Council's Constitution under the Terms of Reference for Scrutiny Committees which includes:

Adult social care; Safeguarding; Children's services; Cultural services; Education; Health; Housing; Public Health and Wellbeing.

Members are reminded that Housing will remain within the remit of the Community and Wellbeing Scrutiny Committee until the new Homes Scrutiny Committee has been established, a schedule of meeting dates has been agreed, and work programme exercises have been completed.

- 3.2.3 As part of its remit set out in the constitution, and its role to review the provision and operation of health services within the borough, the Community and Wellbeing Scrutiny Committee can scrutinise, and make recommendations to NHS organisations or relevant health service providers.
- 3.2.4 The Community and Wellbeing Scrutiny Committee's 2026/27 work programme has been finalised. Scheduled to be formally agreed at the committee's next meeting on 16 September 2026, it will outline the policy areas and council decisions the committee plan to review during the 2026/27 municipal year. In developing its work programme, the committee held a work programming

meeting, attended by Committee members, Cabinet members and Corporate Directors. At this session Committee members prioritised items to include on the work programme based on a set of criteria. Prioritisation ensured that items included on the committees work programme were (i) a strategic priority as set out in the council's 2023-27 Borough Plan (ii) of concern for a significant number of the borough's residents (iii) a significant cabinet decision or (iv) part of a forthcoming policy review or a new strategy being developed by the Cabinet. This was undertaken to ensure that scrutiny has a significant impact and adds value to the council's policy process. Statutory guidance on overview and scrutiny recommends that for scrutiny to be effective, scrutiny committees focus on conducting fewer in-depth reviews of highly significant topics¹.

- 3.2.5 The Community and Wellbeing Scrutiny Committee met for its first meeting of the 2026-27 municipal year on 30 June 2026. The meeting focused on two annual safeguarding reports. The first of these reports was the Brent Safeguarding Adults Board (SAB) Annual Report; 2025-2026. The Committee heard from representatives across the safeguarding partnership, including the Council, Metropolitan Police and NHS Integrated Care Board. Members were advised that safeguarding partners continued to operate within a challenging environment characterised by increasing demand, growing case complexity and significant organisational change. Despite these pressures, partners remained committed to maintaining effective safeguarding arrangements and ensuring services were delivered in ways that were safe, accessible and responsive to residents' needs. The importance of strong leadership, oversight and collaboration across agencies was repeatedly emphasised, particularly in relation to supporting vulnerable adults and ensuring that safeguarding services were provided in settings where people felt safe and supported.
- 3.2.6 The Committee were informed that the Board had completed its previous strategic priorities relating to self-neglect, housing, substance misuse and learning from Safeguarding Adult Reviews (SARs), and had embedded this work into business-as-usual activity. Examples included the development and launch of a self-neglect toolkit, strengthened multi-agency approaches to homelessness and substance misuse, revised SAR referral and learning processes, and expanded engagement with people who draw on care and support services. Members were advised that extensive community engagement had informed the Board's new one-year strategic plan, which prioritises safeguarding adults with complex care and support needs, with a particular focus on mental health, homelessness and suicide prevention, alongside wider work to prevent harm before crises occur. The Board also highlighted ongoing efforts to strengthen community engagement, inclusivity and workforce development, while continuing to promote learning through regular multi-agency briefings, training events and "lessons learned" sessions.
- 3.2.7 Throughout the discussion, Members welcomed the progress being made but sought greater assurance regarding outcomes, performance information and the effectiveness of partnership working. Members also questioned the low

¹ *Statutory Guidance on Overview and Scrutiny in Local and Combined Authorities* (Ministry for Housing, Communities and Local Government), p21

conversion rate of safeguarding referrals to Section 42 enquiries and the extent to which learning from SARs and national reviews was being translated into practice. Officers acknowledged the challenges associated with collecting meaningful multi-agency data and explained that the newly established Performance and Audit Sub-Group was beginning to analyse trends and identify areas requiring further scrutiny, including modern slavery, cuckooing and referral pathways. The Committee were also pleased to hear that all partners had reaffirmed their commitment to strengthening information sharing, improving operational partnership arrangements and ensuring future reports provide clearer trend analysis, stronger performance data and a more cohesive account of multi-agency safeguarding activity.

3.2.8 The second item discussed at the Committee meeting was the Brent Safeguarding Children Partnership Report; 2025-2026. The Committee were informed that whilst the number of formal Child Safeguarding Practice Reviews remained relatively low, there was extensive safeguarding activity taking place across the partnership. Members were advised that the Case Review Group routinely considered referrals and cases of concern, with learning being identified through thematic multi-agency audits, case reviews and ongoing scrutiny activity. This learning was then embedded through training programmes, briefings and wider workforce development initiatives. The Committee also heard that Brent had taken a leading role on online safety, engaging directly with children, young people, parents and schools to shape its approach. This had resulted in the development of the Brent Phone Pledge, which goes beyond national guidance by promoting safer and more consistent use of technology across school communities. The Partnership highlighted its commitment to strengthening learning from reviews, advancing transitional safeguarding arrangements and ensuring the experiences of children and young people were better reflected in future safeguarding work, including through proposals to introduce Young Scrutineers.

3.2.9 Members heard that partnership working remained a key strength and would become increasingly important as reforms associated with the Families First Partnership Programme continue to be implemented. Officers explained that Brent had already introduced aspects of these reforms, bringing early help and children's social care services closer together and strengthening multi-agency working through co-location and joint decision-making arrangements. The Committee was advised that improved information-sharing practices had been supported through the involvement of a wider range of partners at the Front Door, including housing, adult social care and domestic abuse specialists. Members were pleased to hear that the Children Young People and Community Development department was also playing a more prominent role within safeguarding arrangements, supported by designated safeguarding lead networks and strengthened links between schools and safeguarding partners. Members welcomed the recent positive Ofsted judgement and heard that stronger relationships had also been established with community safety partners, youth organisations and the voluntary sector. Whilst progress was acknowledged, officers recognised that there remained further opportunities to strengthen engagement across the partnership and continue improving information sharing between agencies.

3.2.10 The Committee also explored the key risks affecting children and young people in Brent and how the Partnership was responding to them. Neglect was identified as a priority area, with officers highlighting the importance of early intervention, professional curiosity and effective family support to prevent concerns from escalating. Members also discussed the ongoing risks associated with child exploitation, serious youth violence, missing children and gang-related activity, hearing about the work of contextual safeguarding panels, exploitation mapping exercises and enhanced partnership responses designed to identify and support vulnerable young people. Considerable attention was given to online harms and emerging risks linked to artificial intelligence, with partners stressing the importance of equipping parents, schools and professionals to recognise signs of online exploitation and abuse. The discussion also considered the safeguarding implications of unmet or undiagnosed SEND and neurodiversity needs, with officers emphasising the need for earlier identification and intervention.

3.2.11 The Committee will meet for its second meeting of the municipal year on 16 September 2026. At this time, members will focus on three items: The Brent Youth Strategy, The Brent Culture Strategy and Childhood Asthma in Brent.

3.2.12 Officers from across the North West London region, led by Brent, are working closely with the newly established West and North London Integrated Care Board (ICB) to re-establish the North West London Joint Health Overview and Scrutiny Committee (NWL JHOSC). Membership of the committee has now been confirmed, and preparations are underway to convene a work programming session, agree updated Terms of Reference, and establish a schedule of meetings for the remainder of the year.

4.0 Stakeholder and ward member consultation and engagement

4.1 Members continue to be fully engaged in the development and delivery of the scrutiny work programme, which is intended to be a flexible, living document that can adapt and change throughout the municipal year in response to the Committee's needs.

5.0 Financial Considerations

5.1 There are no financial implications arising from this report.

6.0 Legal Considerations

6.1 There are no legal implications arising from this report.

7.0 Equity, Diversity & Inclusion (EDI) Considerations

7.1 There are no equity, diversity or inclusion implications arising from this report.

8.0 Climate Change and Environmental Considerations

8.1 There are no climate change or environmental implications arising from this report.

9.0 Human Resources/Property Considerations (if appropriate)

9.1 There are no human resources implications arising from this report.

10.0 Communication Considerations

10.1 There are no communication implications arising from this report.

Report sign off:

Minesh Patel

Corporate Director, Finance and Resources

	Full Council 14 September 2026
	Report from Corporate Director of Finance & Resources
Resources and Public Realm Committee Chair's Update	

Wards Affected:	All
Key or Non-Key Decision:	Council
Open or Part/Fully Exempt: (If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)	Open
List of Appendices:	One Appendix A: Resources and Public Realm Scrutiny Committee Work Programme 2026/27
Background Papers:	None
Contact Officer(s): (Name, Title, Contact Details)	Jason Sigba, Strategy Lead – Scrutiny, Democratic & Corporate Governance 020 8937 2036 Jason.Sigba@brent.gov.uk James Kinsella, Governance and Scrutiny Manager 020 8937 2063 james.kinsella@brent.gov.uk Amira Nassr, Deputy Director, Democratic and Corporate Governance 020 8937 5436 amira.nassr@brent.gov.uk

1.0 Executive Summary

- 1.1 To present Full Council with progress updates on the activities of the Resources and Public Realm Committee since the last Full Council meeting held on 6 July 2026.

2.0 Recommendation(s)

- 2.1 To note the update from the Chair of the Resources and Public Realm Scrutiny Committee.

3.0 Detail

3.1 Contribution to Borough Plan Priorities & Strategic Context

- 3.1.1 The work of the Committee contributes to the delivery of all of the strategic priorities set out in the Borough Plan 2023-2027. It seeks to ensure Council decision-making remains transparent, accountable and open, resulting in improved policies and services.

3.2 Background

- 3.2.1 Brent Council has two scrutiny committees; the Resources and Public Realm Scrutiny Committee and the Community and Wellbeing Scrutiny Committee. The Council is also a member of the North West London Joint Health Overview and Scrutiny Committee (NWL JHOSC).
- 3.2.2 A scrutiny committee can look at anything which affects the borough or its inhabitants, subject to its remit.
- 3.2.3 Brent Council Standing Orders allow for the chairs of the scrutiny committees to report to ordinary Council meetings on the activities of their committees¹.

The Resources and Public Realm Scrutiny Committee

- 3.2.4 The remit of the Resources and Public Realm Scrutiny Committee is set out in the Council Constitution under the Terms of Reference for scrutiny committees². The remit of the Committee includes:

Corporate policy, partnerships and resources; Budget; Customer services; Commercial services; Planning policy; Environmental policy; Public realm; Employment and skills; IT; Recycling; Regeneration; Transport and highways; Community safety; Property; Emergency planning and business continuity.

- 3.2.5 The Committee is also the Council's "crime and disorder committee" for the purposes of Section 19 of the Police & Justice Act 2006 and as such may review or scrutinise decisions made, or other action taken, in connection with the discharge of the crime and disorder functions by the responsible authorities (as defined by section 5 of the Crime and Disorder Act 1998) who make up the Safer Brent Partnership, in order to make reports or recommendations to Full Council.
- 3.2.6 Since the last update to Full Council on 6 July 2026 the Resources and Public Realm Scrutiny Committee has met two times (29 July 2026 and 2 September 2026).

¹ Brent Council Constitution, Part 2, paragraph 36.

<https://democracy.brent.gov.uk/documents/s123308/Part%202%20April%202022%20Procedural%20Rules.pdf>

² Brent Council Constitution Part 4.

<https://democracy.brent.gov.uk/documents/s123310/Part%204%20May%202022%20Terms%20of%20Reference%20.pdf>

29 July 2026

- 3.2.7 The Resources and Public Realm Scrutiny Committee met for its first public meeting of the new municipal year, with the items considered as follows:

Resources & Public Realm Scrutiny Committee Work Programme 2026/27

- 3.2.8 The Committee Work Programme for 2026/27 was formally agreed by members (please see Appendix A). The programme itself is intended to be a flexible, living document that can adapt and change according to the needs of a committee. It will therefore be regularly reviewed throughout the municipal year by the Committee and updated accordingly where necessary. In practice, this means planned agenda items could be subject to change.

Highways Maintenance:

- 3.2.9 The Committee heard from the Cabinet Member for Cleaner Streets, Transport and Public Realm and received a report from the Corporate Director of Neighbourhoods and Regeneration on the performance, effectiveness and future sustainability of the Council's highways maintenance service. Members considered a number of issues arising from the review, including levels of resident satisfaction with the condition of the highway network, particularly given the significant investment already being made in highways maintenance. The Committee examined factors contributing to the disconnect between investment levels and residents' perceptions of highway condition and considered whether existing resources were sufficient to maintain highway assets to the standard expected by residents and to address the maintenance backlog. In this context, Members explored opportunities to maximise available resources, including partnership arrangements with organisations that utilise the highway network, and the extent to which greater use could be made of Strategic Community Infrastructure Levy (SCIL) funding, where feasible, to support highway improvements and address maintenance pressures.
- 3.2.10 In considering how improved outcomes could be delivered, the review also examined the Council's contractual arrangements for highways maintenance, including the respective roles of O'Hara Bros Surfacing Ltd and GW Highways Ltd in delivering reactive and planned maintenance. Discussion focused on whether the current contractual arrangements were delivering the expected outcomes for residents, the performance of contractors in meeting contractual requirements, and opportunities to improve service delivery within existing specifications. Members also considered whether alternative service delivery models, including insourcing, could support improved service outcomes, strengthen accountability and resilience, and provide a more effective approach to maintaining the borough's highway network over the longer term, including reducing the risk of highway defects and associated compensation claims.
- 3.2.11 In light of the discussion, the Committee made the following recommendations and suggestions for improvement:

Recommendations to Cabinet Member

- To review the extent to which Community Infrastructure Levy (CIL) funding is being used to support highways maintenance and improvement works and identify any further opportunities to maximise its contribution towards addressing the maintenance backlog.
- To engage with Transport for London (TfL) to explore funding opportunities and partnership arrangements to support the maintenance and improvement of bus lanes, helping to reduce pressures on the Council's highways maintenance budget.

Suggestions for Improvement

- Develop a quarterly highways (inclusive of footways and carriageways) dashboard, with information presented at ward level where practicable. This should provide an accessible overview of network condition, including annual condition survey data, investment levels, planned and reactive maintenance activity, and key performance indicators.
- Develop and implement a communications and engagement programme to improve public understanding of pothole management and highways maintenance. This should include, but not be limited to:
 - Explaining the root causes of potholes, the factors that accelerate their deterioration, and why pothole formation remains a significant highways maintenance challenge.
 - Improving public understanding of the wider challenges associated with maintaining the highways network, including funding constraints and the factors that influence maintenance priorities.
 - Providing information on the investment being made in pothole repairs and highways maintenance, and the outcomes being achieved.
 - Promoting the channels available for residents to report potholes and other highway defects.
 - Providing greater transparency on how reported defects are assessed, prioritised and repaired.
 - Exploring opportunities to keep residents informed of progress and outcomes where they have reported a pothole or other highway defect.

Budget In -Year Monitoring Update:

3.2.12 The Committee then heard from the Deputy Leader and Cabinet Member for Finance and Resources and received a report from the Corporate Director of Finance and Resources providing an update on Brent's overall financial position, including the Quarter 1 forecast for 2026/27 and the Medium-Term Financial Strategy (MTFS). Among the issues considered were the significant budget challenges facing the Council, particularly rising homelessness and temporary accommodation costs, which continue to place significant strain on Council resources. Members explored the factors driving these pressures, the Council's approach to homelessness prevention and early intervention, and potential measures to reduce reliance on costly temporary accommodation.

Against the backdrop of these ongoing financial challenges, the review examined whether the demand and cost pressures associated with homelessness and temporary accommodation had been adequately reflected in the budget, particularly given the projected £9.5m Q1 overspend within Residents and Housing Services. Members considered the reasons why these pressures had emerged at such an early stage in the financial year and the extent to which they could have been anticipated through the budget-setting process.

3.2.13 This led to a broader discussion about the robustness of financial planning and forecasting arrangements across high-pressure service areas, including Adult Social Care, where Members noted that financial pressures had often emerged later in the year despite no overspend being forecast at Q1. The Committee considered the robustness of financial planning and forecasting within Adult Social Care and heard that additional growth funding had been incorporated into the 2026/27 budget. It was also noted that care placement costs remained the principal financial risk, with budgets, demand trends and spending pressures subject to review through regular monthly monitoring meetings.

3.2.14 Members also considered the Dedicated Schools Grant (DSG) deficit and increasing demand for (Special Educational Needs and/or Disabilities) SEND services as a significant medium-term financial risk, noting that increasing demand and the rising cost of specialist provision continue to drive growth in High Needs expenditure and DSG deficits both locally and nationally. Whilst welcoming the extension of the DSG statutory override until March 2028 and the Government's commitment to fund 90% of historic DSG and SEND deficits accrued up to 2025/26, concern was expressed about the continued growth in DSG balances and the absence of longer-term funding certainty. Consideration was given to the Council's approach to managing these risks and the potential implications beyond the period covered by current Government commitments.

3.2.15 In assessing the Council's overall financial resilience, the Committee also reviewed delivery of the savings programme approved as part of the 2026/27 budget at Full Council in February 2026. Members noted the commitment made by Cabinet to report progress on both thematic and service-specific savings proposals and received updates from each directorate on progress against the approved savings programme. The Committee explored how savings were being delivered in practice, including progress against planned savings targets, the initiatives undertaken to date, any variances from expected delivery, and the key risks, challenges and dependencies that could affect achievement of the savings programme. Members noted that future financial monitoring reports would include detailed updates on both thematic and service-specific savings, broken down by directorate, enabling the Committee to maintain oversight of delivery, performance against savings targets and emerging risks.

Revitalising High streets and Town Centres:

3.2.16 The Committee then heard from the Cabinet Member for Regeneration and Planning and received a report from the Corporate Director of Neighbourhoods and Regeneration on the Council's work to support and revitalise Brent's high

streets and town centres. The discussion focused on the effectiveness of existing initiatives and the development of the emerging High Streets Strategy. Among the key themes explored was how the Strategy could respond to challenges facing town centres and ensure that the benefits of investment are shared across the borough.

3.2.17 Members examined a range of issues that the emerging High Streets Strategy may need to address, including concerns regarding anti-social behaviour and its impact on perceptions of safety, footfall and the vitality of town centres across the borough. The Committee considered how these challenges could be addressed alongside wider place-making and regeneration objectives to support vibrant, attractive and well-used town centres.

3.2.18 Discussion also considered how the Strategy could ensure that the benefits of investment were shared more equitably across Brent, including supporting communities with more limited access to established town centres and high streets. Future investment, improved connectivity and regeneration activity were noted in terms of how they could be directed to maximise benefits for residents and businesses across the borough.

3.2.19 Attention was also given to how the Strategy could contribute to the Council's wider objectives around education, skills, apprenticeships and business development, recognising the role that thriving high streets and town centres can play in supporting economic opportunity and broader social outcomes.

3.2.20 Recognising the importance in ensuring that the Strategy reflected local priorities and supports these wider outcomes, the Committee also discussed the role of engagement and co-design in its future development. Members highlighted the importance of involving residents, community organisations and businesses, recognising the valuable insight they can provide into local challenges, priorities and opportunities. Particular emphasis was placed on the role of businesses in helping to identify the conditions and support required to sustain and grow local enterprise, ensuring that future proposals are informed by those operating within Brent's town centres and high streets.

3.2.21 In light of the discussion, the Committee made the following recommendations to the Cabinet Member:

- Develop and implement a coordinated, cross-council approach to the High Streets Strategy, ensuring effective alignment across relevant services and strong partnership working with key external stakeholders, including the Metropolitan Police, TfL, Trading Standards, local businesses and neighbouring boroughs, where appropriate.
- Use the High Streets Strategy as a vehicle for achieving Brent's wider economic, social and community objectives through innovative and joined-up approaches that maximise the contribution of high streets and town centres to education, skills, employment, business growth, community wellbeing and addressing homelessness.

- Embed the High Streets Strategy within Brent's wider planning, regeneration and economic development framework, including the Brent Local Plan, and establish a clear long-term vision for the vitality, viability, resilience and transformation of high streets and town centres, informing planning, regeneration and investment decisions.
- Ensure the High Streets Strategy is informed by robust evidence and meaningful, inclusive engagement with residents, businesses, community organisations and other stakeholders, including seldom-heard groups, so that its priorities and proposed interventions reflect local needs, aspirations and lived experience.
- Strengthen the role of local businesses and representative organisations in shaping and delivering the High Streets Strategy, creating effective mechanisms for collaboration, advocacy and collective action to support sustainable economic growth across Brent's high streets and town centres.
- Set out a coordinated approach within the High Streets Strategy to tackling persistent vacancies and under-utilised premises, aligning planning, economic development, business support and enforcement functions, and identifying how the Council's powers, resources and partnerships can support their productive reuse. This should promote a diverse and sustainable mix of businesses, community organisations and social enterprises, including through the flexible repurposing of vacant premises for affordable workspace, community and cultural uses, youth provision, training and employment initiatives, and other uses that support local regeneration priorities where appropriate.
- Adopt a place-based approach through the High Streets Strategy, using robust local data and intelligence, including occupancy and vacancy rates, business mix, and opportunities for business attraction and growth, to identify the distinct needs and opportunities of Brent's high streets and town centres and inform priorities, investment and interventions.
- Ensure the High Streets Strategy is supported by clear governance arrangements, accountability mechanisms and a robust delivery plan, with measurable, centre-specific objectives and performance indicators to track progress and outcomes. This should include indicators relating to vacancy rates, footfall, business growth and survival, investment, employment, community safety, cleanliness, public realm quality and resident and business satisfaction.
- Develop a sustainable long-term funding and resourcing approach for the High Streets Strategy that maximises the use of existing Council resources and funding streams, including CIL, leverages external funding and partnerships, and reduces reliance on short-term funding to support the long-term transformation of Brent's high streets and town centres.
- Consider the role of parking in supporting the vitality, accessibility, connectivity and attractiveness of Brent's high streets and town centres,

including an assessment of the merits and impacts of piloting free short-stay parking and other favourable parking approaches on footfall, business growth and visitor access, while balancing environmental and sustainability objectives.

- Present the draft High Streets Strategy to the Resources and Public Realm Scrutiny Committee prior to Cabinet approval, accompanied by a clear explanation of how evidence, stakeholder engagement and consultation findings have shaped its vision, priorities and delivery approach.

2 September 2026

3.2.22 The following items were considered at the September meeting of the Committee:

Call-in: Cabinet member decision to vary contract for Integrated Street Cleansing, Waste Collection & Winter Maintenance Service with Veolia Environmental Services (UK) Ltd:

3.2.23 The Committee heard from the Leader of the Council and received a report from the Corporate Director of Neighbourhoods and Regeneration regarding the decision of the Cabinet Member for Cleaner Streets, Transport and Public Realm, taken in consultation with the Leader of the Council, to approve a 12-month variation to the Integrated Street Cleansing, Waste Collection and Winter Maintenance Services Contract with Veolia Environmental Services (UK) Ltd. This item was considered following a call-in request submitted by six non-Cabinet Members in accordance with Standing Order 14. The call-in challenged the approval of additional expenditure and services before a full review of the existing contract had been undertaken, citing concerns regarding service performance, contract delivery, consultation and the need for further scrutiny before additional investment was approved.

3.2.24 Members explored a range of issues, including current contract performance, delivery against key performance indicators and the reasons for the perceived disparity between reported performance outcomes and residents' experiences of service quality. The Committee also considered the rationale for approving the contract variation prior to a wider review of the contract, the appropriate timing and scope of any such review, the extent of consultation undertaken with residents and Members, and whether further engagement could help inform future service improvements. In addition, discussion focused on the benefits expected from the additional £1.54m investment, whether the proposed variations were necessary to address identified service gaps or could be achieved through enhanced management of existing resources, and the implications of delaying the decision pending further consideration.

3.2.25 Having assessed the merits of the call-in request and the information presented during the meeting, the Committee resolved to confirm the original decision of the Cabinet Member for Cleaner Streets, Transport and Public Realm to approve the contract variation. The decision therefore took immediate effect following the conclusion of the meeting.

Parking Provision and Policy Review:

- 3.2.26 The Committee then turned its attention to current parking provision, management and policy across the borough, hearing from the Leader of the Council and receiving a report from the Corporate Director of Neighbourhoods and Regeneration, including an overview of the forthcoming Parking Policy Review. Among the issues considered, Members explored how the review would align with the Council's wider ambitions and priorities, particularly those relating to active travel, climate resilience and the effective management of kerbside space across the borough, including the extent to which a coordinated approach would be taken across related policy areas.
- 3.2.27 Attention was given to the evidence base that would underpin the Parking Policy Review, including the data used to assess current parking management and enforcement arrangements, identify opportunities for improvement and inform future policy decisions.
- 3.2.28 In considering the issues that the Parking Policy Review may need to address, Members explored how parking arrangements could support thriving town centres and high streets, balance the needs of residents, businesses and visitors, accommodate servicing and delivery requirements, and help manage traffic movement and congestion. Further areas of debate included the role of differential parking charges in supporting policy objectives, the extent to which vehicle emissions, size and weight should be reflected in future parking policy, and how parking provision should respond to future growth and development across the borough.
- 3.2.29 In light of the discussion, the Committee made a number of recommendations to the Cabinet Member arising from its consideration of the item. The detailed wording of these recommendations is being finalised following the meeting and will be included in the update report to Full Council on 16 November 2026.

Value for Money in Procurement & Contracts:

- 3.2.30 The Committee then turned its attention to value for money in procurement and contracts, hearing from the Leader of the Council and receiving a report from the Corporate Director of Service Reform and Strategy. Among the issues considered, Members explored the outcomes of the Procurement Improvement Programme (PIP), including the extent to which it had delivered measurable savings, efficiencies and wider benefits, and the evidence available to demonstrate its impact. Attention was also given to the challenges the programme was designed to address, alongside future priorities and the role of partnership working in sustaining improvement.
- 3.2.31 In considering the wider outcomes the programme is intended to support, Members explored how the Council's procurement activity could maximise benefits for local businesses. Discussion covered engagement with local suppliers, the extent to which contracts were being awarded to organisations based outside the borough, and the measures that could strengthen the local

economic impact of Council spending, including the role of councillors in supporting business engagement. Members also considered how wider social value and environmental commitments secured through the procurement process are delivered in practice, including the arrangements in place to monitor and hold suppliers to account for delivering social value commitments made during the tender process, with particular emphasis placed on the importance of clear performance data and measurable outcomes. Focus was also given to how environmental sustainability is embedded within procurement activity and how suppliers are held to account for delivering these commitments through the procurement and contract management process.

3.2.32 Contract management and assurance arrangements across the Council also formed part of the discussion, including the role of the Procurement team in providing corporate oversight of contracts, identifying and managing procurement risks, supporting improvement where performance concerns are identified, and ensuring effective mechanisms are in place to address underperformance and support service managers in fulfilling their contract management responsibilities.

3.2.33 In light of the discussion, the Committee made a number of suggestions for improvement to the directorate arising from its consideration of the item. The detailed wording of these suggestions is being finalised following the meeting and will be included in the update report to Full Council on 16 November 2026.

Next meeting: 20 October 2026

3.2.34 The next meeting of the Resources and Public Realm Scrutiny Committee will be held on 20 October 2026. As it currently stands, members will review the following items:

- Budget 2026/27: In-Year Monitoring Update (Q2)
- Council Tax Collection and Recovery
- Climate Resilience and Infrastructure (with a focus on Flooding Risk Management)

4.0 Stakeholder and ward member consultation and engagement

4.1 Members of the Committee continue to be fully engaged in the development and delivery of the scrutiny work programme.

5.0 Financial Considerations

5.1 There are no financial considerations for the purposes of this report.

6.0 Legal Considerations

6.1 There are no legal considerations for the purposes of this report.

7.0 Equity, Diversity & Inclusion (EDI) Considerations

7.1 There are no EDI considerations for the purposes of this report.

8.0 Climate Change and Environmental Considerations

8.1 There are no climate change and environmental considerations for the purposes of this report.

9.0 Communication Considerations

9.1 There are no communication considerations for the purposes of this report.

Report sign off:

Minesh Patel

Corporate Director, Finance & Resources

This page is intentionally left blank

Appendix A

Resources and Public Realm Scrutiny Committee Work Programme 2026/27

Wednesday 29 July 2026

Agenda Item	Cabinet Members/Non-Executive Members	Corporate Directors	External Organisations/Participants
Committee Work Programme 2026/27	Cllr Anup Patel, Chair of Resources and Public Realm Committee	Minesh Patel, Corporate Director – Finance and Resources	
Budget 2026/27: Medium Term Financial Outlook and In-Year Monitoring Update (Q1)	Cllr Gwen Grahl, Deputy Leader and Cabinet Member for Finance and Resources	Minesh Patel, Corporate Director – Finance and Resources	
Highways Maintenance	Cllr Promise Knight, Cabinet Member for Cleaner Streets, Transport and Public Realm	Jehan Weerasinghe, Corporate Director – Neighbourhoods and Regeneration	
Revitalising High Streets and Town Centres	Cllr Matt Kelcher, Cabinet Member for Regeneration and Planning	Jehan Weerasinghe, Corporate Director – Neighbourhoods and Regeneration	

Wednesday 02 September 2026

Agenda Item	Cabinet Members/Non-Executive Members	Corporate Directors	External Organisations/Participants
Call-in: Decision to vary the contract for the Integrated Street Cleansing, Waste Collection & Winter	Cllr Promise Knight, Cabinet Member for Cleaner Streets, Transport and Public Realm	Jehan Weerasinghe, Corporate Director – Neighbourhoods and Regeneration	

Maintenance Service with Veolia Environmental Services (UK) Ltd			
Parking	Cllr Promise Knight, Cabinet Member for Cleaner Streets, Transport and Public Realm	Jehan Weerasinghe, Corporate Director – Neighbourhoods and Regeneration	
Value for Money in Procurement and Contracts	Cllr Muhammed Butt, Leader of Brent Council and Cabinet Member for Adult Social Care	Rachel Crossley, Corporate Director – Service Reform and Strategy	

Tuesday 20 October 2026

Agenda Item	Cabinet Members/Non-Executive Members	Corporate Directors	External Organisations/Participants
Budget 2026/27: In-Year Monitoring Update (Q2)	Cllr Gwen Grahl, Deputy Leader and Cabinet Member for Finance and Resources	Minesh Patel, Corporate Director – Finance and Resources	
Council Tax Collection and Recovery	Cllr Tina Amadi, Cabinet Member for Communities, Culture and Cost-of-Living Support Cllr Gwen Grahl, Deputy Leader and Cabinet Member for Finance and Resources	Tom Cattermole, Corporate Director – Residents and Housing Services Minesh Patel, Corporate Director – Finance and Resources	
Climate Resilience and Infrastructure (with a focus on Flooding Risk Management)	Cllr Jake Rubin, Cabinet Member for Children's Services, Employment and Climate Action Cllr Promise Knight, Cabinet Member for Cleaner Streets, Transport and Public Realm	Jehan Weerasinghe, Corporate Director – Neighbourhoods and Regeneration	TBC

Tuesday 26 January 2027

Agenda Item	Cabinet Members/Non-Executive Members	Corporate Directors	External Organisations/Participants
Complaints Annual Report 2025/26	Cllr Gwen Grahl, Deputy Leader and Cabinet Member for Finance and Resources	Minesh Patel, Corporate Director – Finance and Resources	
ASB in Brent	Cllr Liz Dixon, Cabinet Member for Community Safety and Public Health	Nigel Chapman, Corporate Director – Children, Young People and Community Development	TBC
Borough of Sanctuary: Support for Migrant Communities	Cllr Tina Amadi, Cabinet Member for Communities, Culture and Cost-of-Living Support Cllr Jake Rubin, Cabinet Member for Children's Services, Employment and Climate Action	Nigel Chapman, Corporate Director – Children, Young People and Community Development	TBC

Monday 01 March 2027

Agenda Item	Cabinet Members/Non-Executive Members	Corporate Directors	External Organisations/Participants
Budget 2026/27: In-Year Monitoring Update (Q3)	Cllr Gwen Grahl, Deputy Leader and Cabinet Member for Finance and Resources	Minesh Patel, Corporate Director – Finance and Resources	
Safer Brent Partnership Report 2026	Cllr Liz Dixon, Cabinet Member for Community Safety and Public Health	Minesh Patel, Corporate Director – Finance and Resources	TBC

Employment and Skills	Cllr Jake Rubin, Cabinet Member for Children's Services, Employment and Climate Action Cllr Matt Kelcher, Cabinet Member for Regeneration and Planning	Nigel Chapman, Corporate Director – Children, Young People and Community Development Jehan Weerasinghe, Corporate Director – Neighbourhoods and Regeneration	
-----------------------	--	--	--

Tuesday 27 April 2027

Agenda Item	Cabinet Members/Non-Executive Members	Corporate Directors	External Organisations/Participants
Regeneration in Brent: Strategy, Delivery and Community Impact	Cllr Matt Kelcher, Cabinet Member for Regeneration and Planning	Jehan Weerasinghe, Corporate Director – Neighbourhoods and Regeneration	
Waste Management and Enforcement	Cllr Promise Knight, Cabinet Member for Cleaner Streets, Transport and Public Realm	Jehan Weerasinghe, Corporate Director – Neighbourhoods and Regeneration	
Review of Community Infrastructure in Brent	Cllr Muhammed Butt, Leader of Brent Council and Cabinet Member for Adult Social Care Cllr Matt Kelcher, Cabinet Member for Regeneration and Planning	Jehan Weerasinghe, Corporate Director – Neighbourhoods and Regeneration	

	Full Council 14 September 2026
	Report from the Corporate Director of Finance and Resources
Audit and Standards Advisory Committee – Vice Chair’s Report	

Wards Affected:	All
Key or Non-Key Decision:	Council
Open or Part/Fully Exempt: (If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)	Open
List of Appendices:	None
Background Papers:	None
Contact Officer(s): (Name, Title, Contact Details)	Minesh Patel, Director of Finance and Resources Tel: 020 8937 4043 Email: minesh.patel@brent.gov.uk

1.0 Executive Summary

- 1.1. This report provides a summary of the activities carried out by the Council’s Audit and Standards Advisory Committee and the Audit and Standards Committee since the last update provided to Full Council in November 2025.

2.0 Recommendation(s)

- 2.1 Council is asked to note the contents of the report.

3.0 Detail

3.1 Contribution to Borough Plan Priorities & Strategic Context

- 3.1.1 The Council’s Audit and Standards Advisory Committee (ASAC) and the Audit and Standards Committee (ASC) play an important role in ensuring the good governance of the Council. The committees are a key component of the Council’s governance framework. They contribute to the overall success of the Council by providing an independent and high-level focus on the adequacy of governance, risk and control arrangements to provide assurance and confidence to those charged with governance.

- 3.1.2 The ASAC is responsible for considering and advising the relevant council bodies on various governance matters relating to audit activity, the council's regulatory framework, and members' standards of conduct. The ASC is responsible for various governance matters including reviewing and approving the Annual Statement of Accounts, adopting the council's Annual Governance Statement and promoting high standards of conduct by members and co-opted members.

3.2 Background

- 3.2.1 The Audit and Standards Advisory Committee met on 3 December 2025 and 3 February, 24 March, 16 June and 27 July 2026. A summary of the substantive items considered at these meetings is set out below.

3.2.2 Audit and Standards Advisory Committee – 3 December 2025

- a. Standards Report, including an Update on Gifts and Hospitality
The report provided an update on gifts and hospitality registered by Members, together with the outcome of the Government's consultation, "Strengthening the Standards and Conduct Framework for Local Authorities in England", and the Government's response.
- b. Interim Counter Fraud Report 2025–26
The report presented the Council's Interim Counter Fraud Report for the 2025–26 financial year.
- c. Internal Audit Interim Report 2025–26
The report presented the work undertaken by Internal Audit up to the end of October 2025.
- d. Treasury Management Mid-Year Report 2025–26
The report updated Members on treasury management activity during the first half of the 2025–26 financial year.
- e. Treasury Management Strategy 2026–27
The report presented the draft Treasury Management Strategy for 2026–27 for consideration prior to its inclusion within the final budget report.
- f. Audit Findings Report: London Borough of Brent and Brent Pension Fund 2024–25
The Committee received an update on progress in finalising the External Audit Findings Report and the Council's Statement of Accounts for the year ended 31 March 2025. Following consideration of the report, the Audit and Standards Committee approved the 2024–25 audit fees and delegated approval of the draft letters of representation to Grant Thornton to the Corporate Director of Finance and Resources. Sign-off of the final Statement of Accounts for 2024–25 was delegated to the Chair of the Audit and Standards Committee, subject to written assurance that all outstanding matters and adjustments in the Audit Findings Report had been addressed and any material adjustments arising from the final Audit

Findings Report being reported back to the Audit and Standards Committee and notified to all members of the Audit and Standards Advisory Committee.

3.2.3 Audit and Standards Advisory Committee – 3 February 2026

- a. Member Complaints and Code of Conduct
The report provided the Committee with an update on complaints received under the Members' Code of Conduct during 2025 and the operation of the Council's complaints procedure.
- b. Update on the Response to Housing Regulator Findings
The report provided an update on the Council's response to the findings of the Regulator of Social Housing and the improvement activity being undertaken following the Council's C3 regulatory judgement.
- c. Artificial Intelligence Strategic Risk
The report provided the Committee with an update on the Council's strategic risk relating to artificial intelligence, including the arrangements in place to manage the associated governance, security and operational risks.
- d. Internal Audit Interim Report 2025–26 – Addendum
The report provided additional information requested by the Committee on the ownership and implementation dates of agreed audit actions reported within the Internal Audit Interim Report. It also reinstated the basis of the audit classifications and assurance definitions.
- e. External Audit Progress Update
The Committee received an update on progress in finalising the External Audit Findings Report and the Council's Statement of Accounts for the year ended 31 March 2025.

3.2.4 Audit and Standards Advisory Committee – 24 March 2026

- a. Performance and Management of i4B Holdings Ltd and First Wave Housing Ltd
The report provided the Committee with an update on the performance and management of the Council's housing companies, including delivery against their business plans and the key risks and issues being managed.
- b. Procurement Strategy Progress Review
The report provided an update on progress in strengthening the Council's procurement arrangements, including the delivery of improvement actions and the development of the Procurement Strategy 2026–2030.
- c. Review of the Use of Regulation of Investigatory Powers Act Powers
The report provided the Committee with its annual update on the Council's use of powers under the Regulation of Investigatory Powers Act and associated investigatory legislation.

- d. Annual Standards and Governance Report for 2025
The report provided an update on Member conduct issues, gifts and hospitality registered by Members, Member training and the work undertaken on standards and governance matters during 2025.
- e. Internal Audit Plan 2026–27 and Internal Audit Strategy 2024–27 Year 2 Review
The report presented the proposed Internal Audit Plan for 2026–27 and provided an assessment of progress made during the second year of the Internal Audit Strategy 2024–27.
- f. External Audit Update Report
The Committee received an update from the Council’s external auditors on external audit activity and relevant developments across the local government sector.
- g. Audit Findings Report for the London Borough of Brent 2024–25
The Committee received the final Audit Findings Report relating to the audit of the Council’s financial statements for 2024–25.
- h. Evaluating the Effectiveness of the Audit and Standards Advisory Committee 2025–26
The Committee reviewed the outcome of its annual self-assessment and considered opportunities to strengthen its effectiveness and future work programme.

3.2.5 Audit and Standards Advisory Committee – 16 June 2026

- a. Annual Standards Report for 2025
The report provided an update on Member conduct issues and the work of the Monitoring Officer during 2025. It also included updates on gifts and hospitality, Member training and a proposed amendment to the Members’ Code of Conduct Complaints Procedure.
- b. Internal Audit Annual Report 2025–26, including the Annual Head of Internal Audit Opinion
The report summarised Internal Audit activity during 2025–26, including delivery of the Internal Audit Plan, key findings and the implementation of agreed management actions. It also presented the Head of Internal Audit’s annual opinion on the adequacy and effectiveness of the Council’s governance, risk management and control arrangements.
- c. Annual Counter Fraud Report 2025–26
The report summarised proactive and reactive counter-fraud activity undertaken during 2025–26 and provided assurance on the arrangements in place to prevent, detect and respond to fraud.
- d. Chair’s Annual Report 2025–26

The Committee received the Chair's independent annual report covering the work of the Audit and Standards Advisory Committee and the Audit and Standards Committee during the 2025–26 municipal year.

e. Annual Governance Statement 2025–26

The report presented the draft Annual Governance Statement for 2025–26 and summarised the outcome of the annual review of the effectiveness of the Council's governance framework and system of internal control. Following consideration and comment by the Audit and Standards Advisory Committee the Annual Governance Statement was subsequently approved by the Audit and Standards Committee,

3.2.6 Audit and Standards Advisory Committee – 27 July 2026

a. Standards Update Report, including Gifts and Hospitality

The report provided an update on gifts and hospitality registered by Members during the first quarter of 2026–27 and on the delivery of Member training.

b. Emergency Preparedness Report

The report provided an update on the work and priorities of the Emergency Planning team since July 2025, including emergency preparedness, resilience and business continuity arrangements.

c. Treasury Management Outturn Report 2025–26

The report set out the outturn for the Council's treasury management activities during 2025–26, including borrowing and investment decisions, prevailing economic conditions and treasury performance.

d. Update on the Statement of Accounts and External Audit Progress Report

The report provided an update on progress towards completing the annual Statement of Accounts, together with an update from the Council's external auditors on developments relevant to Brent.

3.2.7 Forward Plan Items

The next meeting of the Audit and Standards Advisory Committee is scheduled for 23 September 2026. Based on the draft 2026–27 Forward Plan and Work Programme, the following items are currently scheduled for consideration:

- External Audit Progress Report
- Performance and Management of i4B Holdings Ltd and First Wave Housing Ltd
- Treasury Management Strategy
- Strategic Risk Register Update

4.0 Stakeholder and ward member consultation and engagement

4.1 None.

5.0 Financial Considerations

5.1 The report is for noting and so there are no direct financial implications.

6.0 Legal Considerations

6.1 The report is for noting and there are no direct legal implications.

7.0 Equity, Diversity & Inclusion (EDI) Considerations

7.1 None.

8.0 Climate Change and Environmental Considerations

8.1 None

9.0 Human Resources/Property Considerations (if appropriate)

9.1 None

10.0 Communication Considerations

10.1 None

Report sign off:

Minesh Patel

Corporate Director of Finance and Resources

	Cabinet 7 September 2026 Full Council 14 September 2026
	Report from the Corporate Director, Finance and Resources
	Lead Cabinet Member – Deputy Leader & Cabinet Member for Finance & Resources (Councillor Gwen Grahl)
Treasury Management Outturn 2025-26	

Wards Affected:	All
Key or Non-Key Decision:	Key Decision
Open or Part/Fully Exempt: (If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)	Open
List of Appendices:	Four: Appendix 1: Economic Commentary Appendix 2: Debt and Investments Portfolio Appendix 3: Average Rate vs Credit Risk Appendix 4: Prudential Indicators
Background Papers:	None
Contact Officer(s): (Name, Title, Contact Details)	Karima Mbarak, Senior Finance Analyst Capital, Treasury & Commercial Email: Karima.mbarak@brent.gov.uk Tel: 020 8937 1192 Oliver Simms Head of Finance (Capital, Treasury and Commercial) Capital, Treasury & Commercial Email: Oliver.Simms@brent.gov.uk Tel: 020 8937 1679

1.0 Executive Summary

- 1.1 This report presents the outturn for the Council's Treasury Management activities for 2025/26. The Council undertakes its treasury management activities in accordance with the CIPFA Treasury Management in the Public Services: Code of Practice, as required under the Local Government Act 2003 and associated Regulations. Regular reporting to the relevant Committee forms part of this framework and supports transparency, accountability and prudent financial management.
- 1.2 This report updates Members on both the borrowing and investment decisions made by the Corporate Director, Finance and Resources under delegated authority and considers the Council's Treasury Management performance. The Council can only borrow for capital investment, it cannot borrow to fund operational, day to day expenditure. The borrowing supports the Council's capital investment programmes for both Council Housing (HRA) and General Fund.
- 1.3 Key emerging points are as follows:
- The Council has complied with its Prudential Indicators for 2025/26.
 - Borrowing at 31 March 2026 was £1,074.0m an increase of £174.0m compared to 31 March 2025.
 - Cash Investments at 31 March 2026 was £43.8m, a decrease of £3.5m compared to £47.3m at 31 March 2025.
 - The Council's Capital Financing Requirement (CFR), representing the underlying need to borrow, increased by £58.5m to £1,412.3m.
 - The average rate for the Council's total borrowing was 3.9% as at 31 March 2026, an increase from 3.85% at 31 March 2025, caused by high interest rates.
 - The Council's rate of return on cash investments decreased during the year from 4.53% (31 March 2025) to 3.81% (31 March 2026).
 - Minimum Revenue Provision (MRP) charge (excluding PFI/Leases) to the General Fund for 2025/26 was £16.5m.

2.0 Recommendation(s)

- 2.1 Full Council is asked to note and approve, following its consideration by Audit & Standards Advisory Committee (27 July 2026) and Cabinet (7 September 2026), the 2025-26 Treasury Management Outturn report in accordance with the Chartered Institute of Public Finance and Accountancy's Treasury Management in the Public Services: Code of Practice.

3.0 Detail

3.1 Cabinet Member Foreword and Contribution to the Borough Plan and Strategic Priorities

- 3.1.1 Effective treasury management is a key component of the Council's overall financial strategy. Through regular reporting, Members are able to scrutinise borrowing and investment decisions and ensure that they continue to support the Council's priorities while maintaining a prudent approach to risk and affordability. The Council has once again operated within its approved prudential indicators and in accordance with the CIPFA Treasury Management Code.
- 3.1.2 During 2025/26, the Council continued to borrow to support the delivery of its ambitious capital programme, investing in projects that provide long-term benefits for Brent residents. This includes investment in new and affordable homes, regeneration schemes, infrastructure and other assets that support economic growth and help improve outcomes for local communities. Such investment is essential if we are to meet growing demand for housing and deliver on our Borough Plan priorities.
- 3.1.3 We recognise that increasing levels of borrowing bring additional financial pressures and exposure to risks associated with higher interest rates and the wider economic environment. However, borrowing decisions are taken carefully and only where they support the Council's statutory functions and long-term investment objectives. Throughout the year, the Council has continued to take a prudent and measured approach to managing its debt portfolio while ensuring funding is available to deliver key priorities for residents.
- 3.1.4 While the financial challenges facing local government remain significant, I am reassured by the strong financial management and treasury expertise demonstrated by our finance teams. I would like to thank colleagues across the Finance service for their continued hard work and diligence in managing the Council's resources and supporting sound financial decision-making across the organisation. However, effective financial management is not solely the responsibility of the Finance team. Every member of staff has a role to play in ensuring that the Council's resources are managed effectively, that value for money is achieved and that every pound spent supports better outcomes for Brent residents. Together, this collective commitment will help ensure the Council remains on a sustainable financial footing while continuing to invest in the future of our borough.
- 3.1.5 This report demonstrates that, despite a challenging economic environment, the Council has continued to manage its treasury activities responsibly and prudently. By balancing the need to invest in Brent's future with the need to protect the Council's long-term financial sustainability, we are ensuring that investment today delivers lasting benefits for current and future generations of residents.
- 3.1.6 The regular reporting of treasury management activities assists Members to scrutinise officer decisions and monitor progress on the implementation of the borrowing and investment strategy approved by Full Council. Effective

governance and scrutiny of treasury management activities supports achievement of the borough plan as it reduces risk and controls costs ensuring resources are available to deliver the Council's priorities.

3.1.7 Treasury management plays a key role in the delivery of the Council's ambitious Capital programme as it ensures funds are available and borrowing is affordable. The Capital Programme represents the Council's strategic investment designed to address key Council priorities, from improving the public realm to investing in affordable housing.

3.1.8 The Council's treasury management activity is underpinned by the CIPFA Code, which requires authorities to produce annually Prudential Indicators and a Treasury Management Strategy Statement on the likely financing and investment activity.

3.2 Background

3.2.1 The Council borrows money over the long term to support investment in the Council's ambitious capital programme and invests cash balances held for short periods. It is therefore exposed to financial risks including the loss of invested funds, insufficient cash balances to meet payment obligations, and the revenue impact of changing interest rates. The successful identification, monitoring and control of risk are central to the Council's treasury management strategy.

3.2.2 In line with the CIPFA Code, the Council approves three key Treasury Report:

- Treasury Management Strategy (approved alongside the budget) for the upcoming year;
- Mid-year Treasury Outturn Report which provides a half-year update on Treasury Performance; and
- Treasury Management Outturn Report which updates Members on the full years activity and Treasury performance

3.2.3 The 2021 Prudential Code includes a requirement for local authorities to provide a Capital Strategy, a summary document approved by full Council covering capital expenditure and financing, treasury management and non-treasury investments. The Council's Capital Strategy and Treasury Management Strategy were approved by full Council at a Budget and Council Tax Setting Council meeting on 10 February 2025.

3.3 Economic Background

3.3.1 Appendix 1 provides a full and detailed economic commentary for the financial year

3.3.2 UK annual Consumer Price Index (CPI) inflation generally eased during the year but remained above the Bank of England's 2% target. The US/Israel-Iran conflict increased inflationary risks through higher oil and commodity prices.

3.3.3 The Bank of England's Monetary Policy Committee (MPC) Bank Rate at the start of the financial year was 4.5% and at the end of the year was 3.75% . It has been held at this level since due to uncertainty following escalating geopolitical tensions.

3.3.4 Credit conditions remained resilient despite market volatility. Arlingclose, the Council's Treasury Advisors, maintained their recommended counterparty duration limits, with the Authority continuing to invest within approved credit risk parameters.

3.4 Local Context

3.4.1 At 31 March 2026, the Council had a net borrowing position of £1,030.3m. The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR). This is the amount of the Capital Programme, past and present, that is funded by borrowing. Alternatively, the Capital Programme can be funded by internal borrowing. Internal borrowing is the use of an authority's own cash resources, such as revenue balances, reserves, and earmarked funds (including General Fund balances and Community Infrastructure Levy (CIL) receipts), to temporarily finance capital expenditure instead of taking out external borrowing. Internal borrowing reduces interest costs in the short-term because it reduces the need to finance the capital programme through borrowing. Balance sheet resources are the underlying resources available for investment. These factors are summarised in Table 1 below.

Table 1: Balance Sheet Summary

	31-Mar-25	31-Mar-26
	Actual	Actual
	£m	£m
General Fund CFR	1,010.5	1,044.0
HRA CFR	343.3	368.3
Loan CFR (excluding PFI and leases)	1,353.8	1,412.3
PFI & Lease Liabilities	70.6	61.7
Total Loan CFR	1,424.4	1,474.0

	31-Mar-25	31-Mar-26
	Actual	Actual
	£m	£m
External borrowing (Excluding accrued interest and PFI/Leases) *	900.0	1,074.1
Investments (or new borrowing)	47.3	43.8
Net borrowing (borrowing less investments)	852.7	1,030.3

	31-Mar-25	31-Mar-26
	Actual	Actual
	£m	£m
Loan CFR (excluding PFI and leases)	1,353.8	1,412.3
External borrowing (Excluding accrued interest and PFI/Leases) *	900.0	1,074.1
Internal Borrowing (Loans CFR less external borrowing)	453.8	338.2

- 3.4.2 The General Fund CFR was reduced by £16.5m following the application of Minimum Revenue Provision (MRP) charges excluding PFI/Leases. MRP is a prudent charge to revenue for the repayment of borrowing in the General Fund. When we charge MRP, we are effectively setting aside money from the revenue budget to repay part of that borrowing need. This reduces our underlying need to borrow, so the CFR reduces as well.
- 3.4.3 The Housing Revenue Account is a ringfenced account to record income and expenditure related to social housing. As permitted by regulations, the Council appropriates HRA land to the General Fund for the purposes of regeneration and development. During the year, several completed housing schemes appropriated from the General Fund to the HRA. In total, assets with a certified value of £30.0m were appropriated from the General Fund to the HRA and the respective CFRs were adjusted.
- 3.4.4 The movement in the Loan CFR of £58.5m between 31 March 2025 and 31 March 2026 is shown in table 2 below.
- 3.4.5 The Council's net borrowing position (less investments) increased from £852.7m to £1,030.3m. The Council's external borrowing as 31 March 2026 £1,074.1m excluding £61.7m PFI and Leases and was within the Prudential Indicator for external borrowing. Actual loan CFR as at 31 March 2026 stood at £1,412.3m. This can be split between the General Fund (£1,044.0m) and the HRA (£368.3m). The difference between the Loan CFR and external loans is internal borrowing. Internal borrowing occurs due to timing differences when capital expenditure that is meant to be financed through external debt is instead paid for through cash resources that are intended for other purposes. Cash is replenished later. The Council's borrowing position is further discussed later in the report in the borrowing section.
- 3.4.6 In addition, working capital increased from £89.6m at 31 March 2025 to £159.2m at 31 March 2026, primarily due to a £70m increase in debtors during the year. This was partially offset by a £10m reduction in creditors, resulting in an overall increase in net working capital. Working capital represents the difference between current assets and current liabilities and is an important indicator of the Council's short-term liquidity position. An increase in working capital generally reflects a higher level of resources due to the Council relative to obligations falling due in the short term. While these balances are expected to convert into cash in due course, the timing of receipt can influence the Council's cash flow and treasury management activities, including the level of

investments held and the need for short-term borrowing. As such, movements in working capital are an important consideration in managing the Council's day-to-day liquidity.

Table 2: Movement in CFR

Movement in CFR	£m
Opening Loan CFR 1 April 2025	1,353.8
Closing Loan CFR 31 March 2026	1,412.3
Change in Loan CFR	58.5
Capital expenditure 2025/26	209.9
Capital expenditure Financing	(108.8)
MRP	(16.5)
Service Loans Repaid	0.0
Accounting adjustments (PFI/Leases)	(26.1)
Total Movements in CFR	58.5

3.4.7 The treasury management position at 31st March 2026 and the change during the year is shown in Table 3 below.

Table 3: Treasury Management Summary

	31-Mar-25	Movement	31-Mar-26
	Actual		Actual
	£m	£m	£m
Short-term Borrowing	130.4	21.8	152.2
Long-term Borrowing	769.6	152.2	921.9
Total External Debt	900.0	174.1	1,074.1
Money Market Funds	47.3	(3.5)	43.8
Local Authority Cash Investments	0.0	0.0	0.0
Total Cash Investments	47.3	(3.5)	43.8
Net Debt	852.7	177.6	1,030.3

3.4.8 Borrowing increased during 2025/26 to support the Council's long-term capital investment programme as internal cash resources continued to be utilised. The additional borrowing requirement was driven by the delivery of the capital programme where expenditure was not funded through grants, contributions, capital receipts or reserves. New borrowing was undertaken throughout the year in line with the Council's treasury management strategy, adopting a "little and often" approach to manage exposure to continued interest rate volatility. Although market interest rates remained volatile during the year, this approach enabled the Council to secure funding as required while managing borrowing costs and ensuring sufficient liquidity to support the delivery of the capital programme. More detail on borrowing is provided in section 3.5 onwards.

3.4.9 Cash investments decreased over the year following the repayment of maturing debt and ongoing investment in the Council's capital programme. Although the Council's working capital increased during 2025/26, this was primarily driven by higher year-end debtor balances rather than additional cash resources. As a result, the increase in working capital did not translate into higher cash available for investment, with cash balances continuing to be utilised to support the capital programme and debt repayments.

3.4.10 Appendix 2 details the debt and investment portfolio as at 31 March 2026.

3.5 Borrowing Strategy and Activity

3.5.1 As outlined in the Treasury Management Strategy, the Council's main objective when borrowing is to strike an appropriately low risk balance between securing low interest costs and achieving cost certainty over the period for which funds are required, with flexibility to renegotiate loans should the Council's long-term plans change being a secondary objective. The Council's borrowing strategy continues to address the key issue of affordability without compromising the longer-term stability of the debt portfolio.

3.5.2 Gilt yields slightly decreased over most of the period; reflecting expectations of lower interest rates, limited economic growth and, to some extent, an improvement in the UK governments fiscal position following tax rises in the autumn budget. Subsequent to the war in the Middle East however, gilt yields rose rapidly.

3.5.3 The PWLB certainty rate for 10-year maturity loans was 5.38% at the beginning of the period and 5.72% at the end. Rates for 50-year maturity loans ranged from 5.46% to 6.24%. The cost of short-term borrowing from other local authorities has been a little above Base Rate for most of the period, with interest rates between 4.0% and 4.5%. However, as is commonly seen due to high demand level, rates on inter-authority borrowing rose higher towards the end of the financial year to rates of over 5.0%.

3.5.4 The average interest rate on the Council's external borrowing increased marginally from 3.85% at 31 March 2025 to 3.90% at 31 March 2026. This was primarily due to the Council undertaking new borrowing to finance its capital programme. Whilst interest rates fell during the year, the rates available for new PWLB borrowing remained higher than the average rate payable across the Council's existing debt portfolio. Consequently, the addition of new borrowing increased the overall weighted average cost of debt, albeit only marginally. The table below shows the interest rate changes in Bank rate and PWLB rates between financial year ends provided by Arlingclose.

Table 4: Interest rate changes

Interest rate changes	31-Mar-25	31-Mar-26
Bank Rate	4.5%	3.8%
1-year PWLB certainty rate, maturity loans	4.8%	5.0%

5-year PWLB certainty rate, maturity loans	4.9%	5.3%
10-year PWLB certainty rate, maturity loans	5.4%	5.7%
20-year PWLB certainty rate, maturity loans	5.9%	6.2%
50-year PWLB certainty rate, maturity loans	5.6%	6.1%

3.5.5 The CIPFA code of practice (2025/26) defines the Housing Revenue Account as statutory obligation to maintain a revenue account for local authority housing provision in accordance with Part 6 of the Local Government and Housing Act 1989 (England and Wales) (Section 3.5.11 of the Code). The PWLB currently provide a discounted a rate for new HRA loans.

3.5.6 The PWLB HRA rate which is 0.4% below the certainty rate is available up to March 2027. This discounted rate is to support local authorities borrowing for the HRA and for refinancing existing HRA loans. In 2025/26, the Council did not take out any new HRA loans. However, the Council will continue to monitor the opportunity to do so in line with the treasury management strategy and the council's HRA business plan and objectives.

3.5.7 CIPFA's 2021 Prudential Code is clear that local authorities must not borrow to invest primarily for financial return and that it is not prudent for local authorities to make any investment or spending decision that will increase the capital financing requirement and so may lead to new borrowing, unless directly and primarily related to the functions of the Council. PWLB loans are no longer available to local authorities planning to buy investment assets primarily for yield unless these loans are for refinancing or regeneration purposes. The Council has not invested in assets primarily for financial return or that are not primarily related to the functions of the Council and has no plans to do so.

3.5.8 The Council held loans of £1,074.1m as at 31 March 2026, an increase of £174.1m in year. Table 6 provides the breakdown of loan balances.

Table 5: Borrowing Position

Loan Type	01-Apr-25	New Loans	Repaid loans	31-Mar-26
	£m	£m	£m	£m
PWLB	675.5	230.0	(31.0)	874.5
LOBO	59.5	0.0	(20.0)	39.5
Banks & Pension Funds	95.0	0.0	0.0	95.0
Local Authority	70.0	65.0	(70.0)	65.0
Total Debt Outstanding	900.0	295.0	(121.0)	1,074.1

3.5.9 External borrowing increased from £900.0m to £1,074.1m during the year, reflecting the raising of £295.0m of new loans and the repayment of £121.0m of existing debt. Of the new borrowing undertaken, £230.0m was raised from the Public Works Loan Board (PWLb) on an Equal Instalment Principal (EIP) basis to support the Council's approved capital programme. EIP borrowing was preferred as it provides a structured repayment profile, with debt reducing progressively over the life of the loan, helping to manage the Council's long-term borrowing requirement and limiting future refinancing risk. No maturity (MAT) loans were raised during the year. Whilst MAT loans defer principal repayment until the end of the loan term, prevailing rates remained relatively high and would have locked the Council into higher long-term borrowing costs. The use of EIP borrowing therefore provided a more balanced approach, supporting capital investment while managing both financing costs and future debt repayment obligations.

3.5.10 In addition, £65.0m of short-term loans were raised from local authorities as part of the Council's treasury management strategy. Maintaining a proportion of borrowing on a short-term basis provides flexibility in managing cash flow requirements and the debt portfolio, while benefiting from lower borrowing rates than those available on longer-term loans. This approach helps balance cost and risk within the overall borrowing strategy. Local authority loans were raised at an average rate of 4.4% with an average duration of 365 days.

3.5.11 **Loan Restructuring:** No loans were restructured during 2025/26. The Council will continue to monitor and evaluate the opportunity to reschedule existing loans.

3.5.12 **LOBO Loans:** LOBO loans give the lender the option of increasing rates at a specified date and the Council the option to either accept the increased rate or repay the loan without penalty. As at 31 March 2026 the Council was holding £39.5m of LOBO loans. The Council repaid two LOBO loans in 2025/26 after the lender exercised their option. As a result, the Council's borrowing requirement increased, with the additional financing being met through borrowing from the Public Works Loan Board (PWLb) during the year within our overall borrowing need. The table below shows further information on the 2 LOBO loans repaid in 2025/26.

Table 6: LOBO Loans repaid:

LOBO loans repaid 2025/26	Amount	Rate	Original Maturity	LOBO Call date 2025/26	New rate proposed	Action taken by Authority
	£m	%				
Loan 1 - Dexia	10.0	4.1%	19/05/2055	19/05/2025	6.41%	Repaid
Loan 2 - Dexia	10.0	5.2%	26/02/2066	27/02/2025	6.24%	Repaid

3.5.13 The authority has one LOBO loan totalling £9.5m that is due for an interest rate review in 2026/27. The Authority has liaised with our treasury management advisors Arlingclose over the likelihood of the options being exercised. If the

option is exercised, the Council will undertake an analysis, in consultation with Arlingclose, over whether to repay the loan with available cash or further borrowing or accept the higher interest rates.

3.5.14 Forward Borrowing: There were no forward agreed loans as at 31 March 2026.

3.5.15 Other loans: The council has explored further opportunity to mitigate against interest rate risk. In early 2026/27, the GLA's Green Finance Fund approved a £12.0m loan at reduced interest rates to support the financing of the South Kilburn District Heat Network.

3.5.16 Maturity Profile of Debt

3.5.17 The table below shows the maturity profile for the Council's debt at 31 March 2026.

Table 7: Debt maturity profile

Maturity Profile at 31 March 2026 (£m)	2025/26	Proportion as a percentage %
<1 Year	152.1	14.2%
1-2 Years	114.8	10.7%
2-5 years	106.7	9.9%
5-10 Years	191.1	17.8%
10-20 Years	93.8	8.7%
20-30 Years	198.3	18.5%
30-40 Years	112.3	10.5%
40+ Years	105.1	9.8%
Total Debt	1,074.1	100.0%

3.5.18 The Councils average debt pool rate at 31 March 2026 was 3.9%. Further detail is shown in Appendix 2.

3.6 Treasury Management Investment Activity

3.6.1 Investment Activity

3.6.2 The CIPFA Treasury Management Code now defines treasury management investments as those investments which arise from the Authority's cash flows or treasury risk management activity that ultimately represents balances that need to be invested until the cash is required for use in the course of business. The Council holds invested funds, representing income received in advance of expenditure plus balances and reserves. Cash balances as at 31 March 2026

was £43.8m held primarily in liquid money market funds. The treasury investment position is shown in table 7 below.

Table 8: Treasury investment position

Treasury Investment Activity	31-Mar-25	Movement	31-Mar-26
	£m	£m	£m
Money Market Funds	47.3	(3.5)	43.8
Total Cash Investments (Excluding accrued interest)	47.3	(3.5)	43.8

- 3.6.3 The CIPFA Treasury Management Code requires local authorities to consider their counterparty policies in light of environmental, social and governance (ESG) information. The council makes additional considerations when investing in banks and funds for greater than a year, the Council will prioritise banks that are signatories to the UN Principles for responsible Banking and funds operated by managers that are signatories to the UN Principles for Responsible Investment, the Net Zero Asset Managers Alliance and/or the UK Stewardship Code.
- 3.6.4 Both the CIPFA Code and government guidance require the Council to invest its funds prudently, and to have regard to the security and liquidity of its treasury investments before seeking the optimum rate of return, or yield. The Council's objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk of receiving unsuitably low investment income. As a result, the Council invests in short-term investments with high credit ratings, providing security and liquidity.
- 3.6.5 The Authority is a long-term borrower, and new treasury investments are therefore primarily made to manage day-to-day cash flows using short-term low risk instruments. The existing portfolio of money market funds will be maintained to allow access to cash to fund daily cashflow outgoings.
- 3.6.6 The progression of risk and return metrics are shown in the extracts from Arlingclose quarterly investment benchmarking in the table 9 below.

Table 9: Investment benchmarking

	Credit Score	Credit Rating	Bail-in Exposure	Weighted Average Maturity (days)	Rate of Return
31.03.2025	4.88	A+	100%	1	4.53%
31.03.2026	4.85	A+	100%	1	3.80%
Similar Local Authorities*	4.62	A+	80%	192	4.29%
All Local Authorities*	4.60	A+	64%	10	4.46%

**Arlingclose clients only*

- 3.6.7 The Council's investment security remains strong and is broadly comparable with both similar London authorities and the wider group of local authorities advised by Arlingclose. Brent continues to maintain a slightly stronger average credit score (4.85) than both comparable London authorities (4.62) and the wider local authority average (4.60), whilst maintaining an average credit rating of A+. The weighted average maturity of investments remained at 1 day, significantly shorter than comparable London authorities (192 days) and the wider local authority average (10 days). The Council's cash balances naturally fluctuated throughout the year, ranging from £28.0m to £98.5m, reflecting the volatility in the timing of significant cash inflows and outflows. Variations are driven by the receipt of income, such as grants and local taxation, and payments relating to operational services, capital investment and borrowing.
- 3.6.8 Bail-in exposure is the risk that, if a financial institution experiences financial difficulty, certain liabilities may be written down or converted into equity to absorb losses. For local authorities, this means that investments with institutions subject to the bail-in regime could be at risk if the institution were to fail.
- 3.6.9 Whilst this highly liquid investment strategy provides maximum flexibility, it also means that 100% of Brent's investments remain subject to bail-in exposure, compared with 80% for similar London authorities and 64% across all Arlingclose local authority clients. Other authorities achieve lower bail-in exposure by diversifying into instruments such as strategic pooled funds, covered bonds and other non- -in investments. Brent's rate of return reduced from 4.53% to 3.80% during the year, reflecting the general decline in short-term investment rates as Bank of England interest rates eased.
- 3.6.10 Although this return is lower than the benchmark groups (4.29% and 4.46%), it is consistent with the Council's low-risk, highly liquid investment strategy. Although this return is lower than the benchmark groups (4.29% and 4.46%), it is consistent with the Council's low-risk, highly liquid investment strategy. The Council's significant capital programme, coupled with the volatility of daily cash flows and relatively limited surplus cash balances, requires investments to remain readily accessible. Consequently, the Council invests predominantly in same-day access money market funds, in line with the CIPFA Treasury Management Code's requirement to prioritise security and liquidity over yield. As liquidity improves and longer-term surplus cash becomes available, opportunities to diversify into alternative investment products will continue to be kept under review, where this can be achieved without compromising security or liquidity.

3.7 Non-Treasury Investment Activity

- 3.7.1 The definition of investments in CIPFA's revised 2021 Treasury Management Code covers all the financial assets of the Council as well as other non-financial assets which the Council holds primarily for financial return. Investments that do not meet the definition of treasury management investments (i.e.,

management of surplus cash) are categorised as either for service purposes (made explicitly to further service objectives) and or for commercial purposes (made primarily for financial return). All of the Council's non-treasury investments are held to further service objectives and are therefore categorised as for service purposes. The non-treasury investments are classified under shareholdings to subsidiaries and loans to subsidiaries, detailed in the paragraph below.

3.7.2 Investment Guidance issued by MHCLG and the Welsh Government also broadens the definition of investments to include all such assets held partially or wholly for financial return.

3.7.3 The Council held £287.5m in the following service investments as at 31 March 2026:

- Shareholding in subsidiaries: £43.9m (£36.4m in 2024/25).
- Loans to subsidiaries £212.6m (£216.2m in 2024/25).
- £17.1m loans to Schools academies and colleges
- £13.9m loan to West London Waste Authority.

3.7.4 I4B Holdings Limited is a company wholly owned by Brent Council that was incorporated on 16 December 2016. The Company was set up with the purpose of acquiring, letting, and managing a portfolio of affordable, good quality PRS properties. Properties would be let to homeless families at Local Housing Allowance (LHA) levels. This would enable the Council to either prevent or discharge its homelessness duty and therefore reduce TA costs.

3.7.5 As of 31st March 2026, the Council had provided loan financing of £179.2m to i4B (£182.4m in 2024/25) which is secured against the company's properties. In 2025/26, I4B converted £3.2m of working capital facility into shares, constituting a loan repayment. No other loans were repaid in 2025/26 as the loans are arranged on a maturity structure and repayable at the end of the loan term. The Council received £5.3m (£5.3m in 2024/25) in interest for loans to I4B. The loans are secured against the properties held within the company. The Council also holds an equity investment of £43.9m (£36.4m in 2024/25) that comprises of £1 shares. The increase in equity investment is the result of the £3.2m working capital conversion and an additional £4.3m shares that were issued by I4B to Brent in the year.

3.7.6 First Wave Housing (FWH) is a registered provider of social housing in Brent and is wholly owned by Brent Council. FWH's primary purpose is to provide good quality, affordable, secure, and well managed homes to Brent residents and to contribute to Brent's Housing Strategy. It does this by managing, maintaining and improving its stock of 216 rental properties.

3.7.7 As at 31 March 2026, Brent Council had loaned FWH £33.4m (£33.8m in 2024/25), secured against the properties held within the company. The Council

received £0.7m in interest for loans to FWH (£0.7m in 2024/25) and a capital repayment of £0.4m (£0.4m in 2024/25). There were no new loans advanced to FWH.

3.7.8 These investments generated £6.0m of income for the Council in 2025/26 (£6.0m in 2024/25). This investment income covers the borrowing cost of investing in housing through wholly owned subsidiaries. These borrowing costs would be incurred by the Council regardless of the method through which the Council develops new housing; however, this is the vehicle of choice for such investments.

3.7.9 Additional information is provided in Appendix 4 for West London Waste Authority and School/Academy service loans.

3.8 Treasury Performance: Capital Financing costs

3.8.1 The Authority measures the financial performance of its treasury management activities both in terms of its impact on the revenue budget and its relationship to benchmark interest rates, as shown in table 10 below.

Table 10: 2025/26 Capital financing Costs

Capital Financing Costs at Q4 2025/26 (£m)	2025/26
	Actual
Total Interest Payable & Expenses	41.1
Total Interest Receivable	(24.1)
Net Interest	17.0
MRP (Excluding PFI)	16.5
Total Interest & MRP	33.5
Total Capital Financing Costs	33.5
Transfer to earmarked reserves	5.4
Total outturn	38.9
Budgeted costs	38.9
Variance	0.0
Budgeted rate debt	5.0%
Average rate debt* (full portfolio excluding PFI and Leases)	3.1%
Average rate investments	3.8%

**Additional detail available in Appendix 2*

3.8.2 Treasury performance reflects on capital financing costs which primarily comprises interest payable on borrowing and the Minimum Revenue Provision (MRP), which is the statutory charge for the repayment of borrowing used to fund the Council's capital programme. During 2025/26, global economic uncertainty, limited availability of other sources to fund the capital programme and higher interest rates continued to place pressure on borrowing costs and the Council's medium-term financial position.

3.8.3 Forecasting capital financing costs remains complex due to the sensitivity of interest rates, the timing of borrowing, capital programme delivery, grant receipts and capital receipts. The Council's historic portfolio of LOBO loans also adds uncertainty as lenders retain the option to request refinancing under certain conditions.

3.8.4 The Council continues to actively manage these risks through its treasury management strategy by closely monitoring daily and medium-term cash flow requirements and adopting a "little and often" borrowing approach to take advantage of short-term reductions in interest rates and avoid holding cash for longer than necessary. This approach also provides flexibility to respond to changing market conditions and helps minimise overall borrowing costs. While maintaining sufficient funding to support the delivery of the capital programme.

3.9 Compliance

3.9.1 The Corporate Director, Finance and Resources reports that all treasury management activities undertaken during the year complied fully with the CIPFA Code of Practice and the Council's approved Treasury Management Strategy.

Compliance with the approved prudential indicators, and in particular the authorised limit and operational boundary for external debt is demonstrated within Appendix 4 (Prudential Indicators) as required by the 2021 CIPFA Treasury Management Code.

4.0 Stakeholder and Ward Member Consultation and Engagement

4.1 Given the nature of this report, there has been no stakeholder and ward member consultation and engagement.

5.0 Financial Considerations

5.1 The financial implications are noted in the report.

6.0 Legal Considerations

6.1 The legal basis for producing council reports on its Treasury Management Activities is founded on a combination of statutory requirements and professional codes which ensure that local authorities manage their financial resources effectively, maintaining public trust and uphold the principles of good governance.

6.2 The Local Government Act 2003 and the Local Authorities (Capital Financing and Accounting) Regulations 2003 require that regular reports be submitted to the relevant Council Committee, ensuring transparency, accountability and prudent financial management. Brent Council has adopted the CIPFA Code of Practice for Treasury Management in the Public Sector and operates its treasury management service in compliance with this code. As such, this report forms an element of the Council's reporting structure which involves, following

consideration by Cabinet, Full Council approving this report, which sets out the Council's Treasury Management activity for the year.

7.0 Equity, Diversity & Inclusion (EDI) Considerations

- 7.1 There are no equity, diversity and inclusion considerations arising from this report.

8.0 Climate Change and Environmental Considerations

- 8.1 As part of the Council's Treasury Management Strategy, the Council will ensure an assessment is made with regards to environmental, social and governance (ESG) matters for the council's long-term investments.

9.0 Communication Considerations

- 9.1 No additional communication strategies are required for this report.

Report sign off:

Minesh Patel

Corporate Director, Finance and Resources

Legal considerations provided by:
Elizabeth Benjamin

Finance considerations provided by:
Amanda Healy

This page is intentionally left blank

Appendix 1: Economic Commentary 2025/26

Economic background: The financial year was largely dominated by two periods of significant uncertainty and volatility. The first being the US trade tariff 'Liberation Day' in April 2025 and the second was the US/Israel war with Iran at the end of February 2026.

After the initial fallout from US trade tariffs, the following months saw some improvements as equity markets made gains and bond yields eased modestly. However, in the UK this trend in bond yields reversed somewhat as an uncertain economic outlook together with concerns around the government's fiscal position and autumn Budget saw 'term premia' rise as investors demanded a higher return for holding gilts.

The Budget itself was more muted than had been expected. Despite a weak economic outlook, this helped UK markets perform better with gilt yields trending downwards, inflation easing, and expectations for cuts in Bank of England (BoE) Bank Rate increasing.

The end of February 2026 saw the start of the war between US/Israel and Iran. The conflict caused oil and other commodity prices to rise sharply as the shipping lanes in the region became effectively closed, restricting global oil supply. At the end of the period, the economic outlook remained highly uncertain in terms of its impact on inflation as well as countries' fiscal and monetary policy conditions around the globe.

Prior to the start of the war, headline UK consumer price inflation (CPI) inflation had generally been trending downwards, albeit the 3% in February 2026 was unchanged from January. Core CPI also stayed put at 3.1%. Inflation was expected to fall further over the coming months to the BoE's 2% target, but the war changed this. Inflation is now expected to rise again, but how quickly and by how much depends on the duration of the war and how long commodity prices are elevated.

The Office for National Statistics (ONS) reported the UK economy expanded by 0.1% in Q4 2025. This followed previous modest gains of 0.2% in Q2 and by 0.1% in Q3. Of the subsequent monthly figures, the ONS estimated that GDP showed no growth in January 2026. As this is from before the war started the impact on growth will not be seen formally in the data for a couple more months.

While the most recent labour market figures were slightly better than expected, the general trend has been one of persistent weakness. In the three months to January 2026, the unemployment rate rose to 5.2% (from 5.1%), while the employment rate held at 75.1%. Despite inflation being expected to rise in the coming months, labour market conditions remain loose and so any upward pressure on wages from general inflation is likely to be tempered by the weaker labour market environment.

After cutting Bank Rate to 3.75% in December 2025, the BoE's Monetary Policy Committee (MPC) voted 5-4 to hold rates in February 2026 and then unanimously to do so again in March. Until the war started, financial markets were expecting Bank Rate to be cut to 3.5% at the March meeting. However, the conflict in the Middle East quickly changed this. The MPC noted the risks to both inflation and growth and indicated they could move rates either up or down depending on the conditions. Financial markets quickly responded to this by pricing in rate hikes.

Following the March MPC meeting, Arlingclose, the authority's treasury adviser, revised its central interest rate view and now predicts Bank Rate will be held at 3.75%. However, the conflict makes the outlook for rates highly uncertain. In the short-term the risks are to the upside with the chance of higher Bank Rate should the MPC decide it wishes to quickly quash potential second-round effects from higher inflation. Further out, if Bank Rate is hiked quickly, the pace and magnitude of subsequent cuts could take it far lower than was previously anticipated as policymakers add significant stimulus to a much weaker economic growth outlook.

The US Federal Reserve had been cutting rates over the period, reducing Fed Funds Rate target range by 0.25% at its December meeting to 3.50%-3.75%. At the three subsequent meetings, the rate was held at the same range. Policymakers noted that while inflation was elevated, economic activity had been expanding but the war with Iran made the path of monetary policy highly uncertain. Despite this, the Fed still suggested that further rate cuts were likely in 2026 and 2027.

The European Central Bank (ECB) has kept its key interest rates on hold since June 2025, maintaining the deposit rate at 2.0% and main refinancing rate at 2.15%. At its March 2026 meeting, the ECB noted the war in the Middle East had significantly increased uncertainty, creating upside risks for inflation and downside risks for growth, leading it to revise up its forecasts accordingly.

Financial markets: After declining sharply early in the financial year following the announcement of US tariffs, sentiment in financial markets had improved but equity and bond markets remained volatile throughout. However, the latter part of the period was dominated by the US/Israel war with Iran, which saw equity markets fall sharply, and bond yields rise as concerns over the inflationary impact from sharply higher oil and other commodity prices outweighed the flight-to-quality into government bonds often seen in conflicts.

Equity markets had been registering gains after the declines during the April sell-off, but the war reversed this and markets saw another sharp drawdown. Both the FTSE 100 and 250 fell by around 10% over the month from the start of the conflict to the end of the financial year.

The period saw significant volatility in gilt yields. The 10-year UK benchmark gilt yield started the year at 4.65% and ended at 4.86%. However, over this time the 10-year yield hit a low of 4.23% and a high of 4.95% in the space of a month. It was a similar picture for the 20-year gilt which started at 5.18% and ended at 5.45% with a low and high of 4.92% and 5.55% respectively. The Sterling Overnight Rate (SONIA) averaged 4.01% over the 12 months to 31st March.

Credit review: Arlingclose maintained its recommended maximum unsecured duration limit on most of the banks on its counterparty list at 6 months. The other banks remain on 100 days.

Earlier in the period, Fitch upgraded NatWest Group and related entities to AA- from A+ and placed Clydesdale Bank's long-term A- rating on Rating Watch Positive. Fitch later upgraded Clydesdale Bank and HSBC, but downgraded Lancashire CC and Close Brothers.

Moody's affirmed OP Corporate's rating at Aa3 In May 2025. Later in the period, Moody's upgraded Transport for London, Allied Irish Banks, Bank of Ireland, Toronto-Dominion Bank, DZ Bank, Nordea and HSBC and downgraded Close Brothers. In the last quarter of 2025 S&P upgraded Clydesdale Bank, Allied Irish Banks and Bank of Ireland, and assigned Warrington Council a BBB+ rating.

After spiking in April 2025 following the US trade tariff announcements, UK credit default swap (CDS) prices had trended down before picking up modestly in October and November. After declining again in December and into the new calendar year, they rose sharply once again when the war in the Middle East started. They were still elevated at the end of the period, but prices for all banks on Arlingclose's counterparty list remained within limits deemed satisfactory for maintaining credit advice at current durations.

Overall, European banks' CDS prices have generally been flatter and lower compared to the UK, as have Singaporean and Australian lenders while some Canadian bank CDS prices have remained elevated since the beginning of the period in part due to ongoing trade tensions with the US.

Financial market volatility is expected to remain, and CDS levels will be monitored for signs of ongoing credit stress. As ever, the institutions and durations on the Authority's counterparty list recommended by Arlingclose remain under constant review.

This page is intentionally left blank

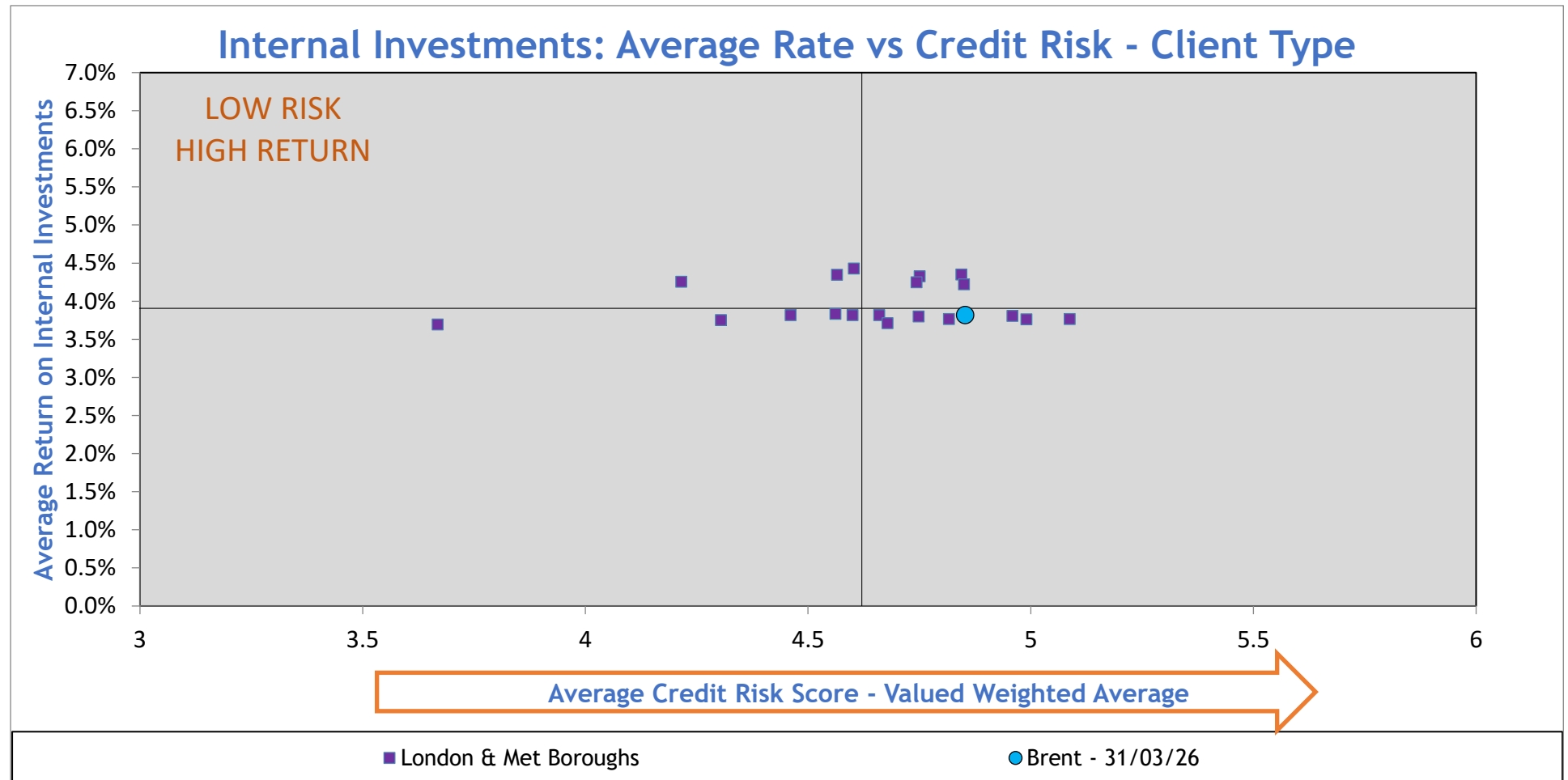
Appendix 2

Debt and Investment Portfolio 31/03/26

	Actual Portfolio as at 31 March 2026 (£m)	Average Rate as at 31 March 2026
External Borrowing:		
PWLB Maturity Loans	415.9	4.3%
PWLB Equal Instalment Principal Loans	458.6	
Fixed Rate Market Loans	95.0	2.6%
LOBO Loans	39.5	4.4%
Local Authority Loans	65.0	4.4%
Total External Debt	1,074.0	
Accrued Interest	10.2	0.0%
Total External Borrowing and Accrued Interest	1,084.3	
Other long-term liabilities		
PFI	34.7	3.78%
Finance Leases	6.1	5.38%
Total Long-term Liabilities	40.7	
Total Gross External Debt	1,125.0	
Investments		
Money Market Funds	43.8	3.8%
Fixed Term Deposits – LA	0.0	0.0%
Total Investments	43.8	
Net Debt	1,081.2	

This page is intentionally left blank

The Council measures the financial performance of its treasury management activities against similar Council's through benchmarking provided by its Treasury Management Advisor, Arlingclose limited.



This page is intentionally left blank

Appendix Four –2025/26 Outturn Prudential Indicators

Legislative Update

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

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

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

Prudential Indicators

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

Prudential indicators have been calculated using the capital programme data as at quarter four of 2025/26 (Outturn). Revised capital programme budgets at quarter four for future years have been provided.

Capital Expenditure & Financing at Q4 2025/26 (£m)	2024/25	2025/26	2026/27	2027/28	2028/29	Total 2024/25 to 2028/29
	Actual	Actual	Estimated	Estimated	Estimated	
Corporate Landlord	11.6	11.9	15.6	12.6	2.7	54.5
Housing GF	71.0	50.1	9.7	21.1	17.5	169.4
Schools	22.1	20.5	29.3	9.3	5.3	86.5
Regeneration	34.6	73.5	92.3	46.5	16.6	263.5
Public Realm	18.0	22.9	10.2	3.7	6.0	60.9
South Kilburn	20.4	12.3	36.8	23.7	11.4	104.6
St Raphael's	0.2	0.4	6.9	12.5	0.0	20.0
Housing HRA	60.9	18.3	88.8	11.6	0.4	180.0

Total Capital Expenditure	238.8	209.9	289.5	141.1	59.9	939.2
Financed By:						
Grants	52.0	65.6	38.3	11.3	6.1	173.4
Section 106	11.9	29.2	37.7	25.4	14.4	118.6
Capital Receipts	17.3	1.2	11.3	34.4	2.1	66.3
Earmarked Reserves	1.2	1.1	4.3	1.0	1.0	8.6
Major Repairs Reserve	16.6	11.2	17.2	0.0	0.0	45.0
Revenue Contributions	11.4	0.5	4.6	1.6	0.6	18.7
Borrowing	128.3	101.1	176.1	67.4	35.8	508.7
Total Capital Financing	238.8	209.9	289.5	141.1	59.9	939.2

(a) Capital Financing Requirement (CFR)

The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement. This is the amount of the Capital Programme that is funded by borrowing. The Council's maximum external borrowing requirement for 2025/26 is shown in the table below. The indicator is set to ensure that the level of proposed capital expenditure remains within sustainable limits and to consider the impact on Council tax and in the case of the HRA, housing rent levels.

CFR Movement at Q4 2025/26 (£m)	2024/25	2025/26*	2026/27	2027/28	2028/29
	Actual	Actual	Estimated	Estimated	Estimated
Opening CFR	1,254.5	1,353.8	1,412.3	1,570.4	1,619.2
Capital Expenditure	238.8	209.9	289.5	141.1	59.9
External Resources	(63.9)	(94.8)	(76.0)	(36.7)	(20.6)
Internal Resources	(46.5)	(14.0)	(37.4)	(37.0)	(3.6)
MRP	(24.9)	(16.5)	(18.0)	(18.6)	(19.1)
Capital Loans Repaid	(0.8)	0.0	0.0	0.0	0.0
Accounting Adjustments	(3.3)	(26.1)	0.0	0.0	0.0
Closing CFR	1,353.8	1,412.3	1,570.4	1,619.2	1,635.8

*2025/26 draft accounts

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

(b) Gross Debt and the Capital Financing Requirement

To ensure that over the medium term, debt will only be for a capital purpose, the Council should ensure that debt does not, except in the short term, exceed the total of capital financing requirement in the preceding year plus the estimates of any additional capital financing requirement for the current and next two financial years. This is a key indicator of prudence. The table below shows that the Council expects to comply with this recommendation during 2025/26.

Gross Debt & the Capital Financing Requirement at Q4 2025/26 (£m)	2024/25	2025/26	2026/27	2027/28	2028/29
	Actual	Actual	Estimated	Estimated	Estimated
External Loans	900.0	1,074.1	1,174.0	1,235.2	1,274.6
PFI & Leases	70.6	61.7	60.0	60.0	60.0
Total External Debt Liabilities	970.6	1,135.8	1,234.0	1,295.2	1,334.6
Internal Borrowing	383.2	276.5	336.5	324.0	301.2
Capital Financing Requirement	1,353.8	1,412.3	1,570.4	1,619.2	1,635.8

(c) Liability Benchmark

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

Liability Benchmark at Q4 2025/26 (£m)	2024/25	2025/26	2026/27	2027/28	2028/29
	Actual	Actual	Estimated	Estimated	Estimated
CFR	1353.8	1412.3	1570.4	1619.2	1635.8
Less: Balance Sheet Resources	(496.1)	(453.6)	(453.6)	(453.6)	(453.6)
Net Loan Requirement	857.7	958.7	1,116.8	1,165.6	1,182.2
Plus Liquidity Allowance	20.0	20.0	20.0	20.0	20.0
Liability Benchmark	877.7	978.7	1,136.8	1,185.6	1,202.2

(d) Authorised limit and Operational Boundary for External Debt

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

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

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

Authorised Limit at Q4 2025/26 (£m)	2024/25	2025/26	2026/27	2027/28	2028/29
Authorised Limit	1,700.0	1,800.0	1,800.0	2,000.0	2,000.0
Operational Boundary	1,500.0	1,600.0	1,600.0	1,800.0	1,800.0

The Corporate Director for Finance and Resources confirms that there were no breaches to the Authorised Limit and the Operational Boundary during Quarter four of 2025/26.

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

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

Upper Limits on one-year revenue impact of a 1% movement in interest rates on Maturing Debt at Q4 2025/26 (£m)	2025/26	2025/26
	Approved Limit	Actual
Upper limit on one-year revenue impact of a 1% rise in interest rates	5.0	0.5
Compliance with limits:		Yes
Upper limit on one-year revenue impact of a 1% fall in interest rates	(5.0)	(0.5)
Compliance with limits:		Yes

(f) Maturity Structure of Fixed Rate Borrowing

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

Maturity Structure of Fixed Rate Borrowing at Q4 2025/26	Upper Limit	Lower limit	2025/26		
			Actual borrowing at 31.03.2026	Actual borrowing at 31.03.2026	Compliance with limits
	%	%	£m	%	
Under 12 months	40.0%	0.0%	152.1	14.2%	Yes
12 months & within 24 months	40.0%	0.0%	114.8	10.7%	Yes
24 months and within 5 years	40.0%	0.0%	106.7	9.9%	Yes
5 years and within 10 years	60.0%	0.0%	191.1	17.8%	Yes
10 years and within 20 years	75.0%	0.0%	93.8	8.7%	Yes
20 years and within 30 years	75.0%	0.0%	198.3	18.5%	Yes
30 years and within 40 years	75.0%	0.0%	112.3	10.5%	Yes
Over 40 years	75.0%	0.0%	105.1	9.8%	Yes
Total			1074.1	100.0%	

(g) Ratio of Financing Costs to Net Revenue Stream

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

Financing Costs to Net Revenue Stream at Q4 2025/26	Actual	Actual	Forecast	Forecast	Forecast
	2024/25	2025/26	2026/27	2027/28	2028/29
Financing Costs (Interest & MRP) (£m)	41.5	38.9	41.9	41.9	41.9
Net Revenue Stream (£m)	383.3	431.4	501.8	535.2	568.6
Proportion of net revenue stream (%)	10.8%	9.0%	8.3%	7.8%	7.4%

Financing costs can be further broken down as follows.

Capital Financing Costs at Q4 2025/26 (£m)	2024/25	2025/26	2026/27	2027/28	2028/29
	Actual	Actual	Estimated	Estimated	Estimated
Total Interest Payable & Expenses	35.3	41.1	47.7	53.4	52.3
Total Interest Receivable	(17.8)	(24.1)	(25.8)	(31.4)	(31.4)
Net Interest	17.5	17.0	22.0	22.0	20.9
MRP (Excluding PFI)	15.1	16.5	18.0	18.6	19.1
Total Interest & MRP	32.6	33.5	40.0	40.6	40.0
Revenue Contributions to Capital Programme	8.9	0.0	0.0	0.0	0.0
Transfer to earmarked reserves	0.0	5.4	0.0	0.0	0.0
Total Capital Financing Costs	41.5	38.9	40.0	40.6	40.0

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

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

Upper Limit for Total Principal Sums invested over 364 Days at Q4 2025/26 (£m)	2024/25	2024/25	2025/26	2025/26
	Approved	Actual	Approved balance	Actual
Upper Limit for Total Principal Sums Invested Over 364 Days	50.0	0.0	50.0	0.0

(i) Security

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

Credit Risk Indicator at Q4 2025/26	2024/25	2024/25	2025/26	2025/26
	Approved	Actual	Approved	Actual
Portfolio average credit rating	A	A+	A	A+

(j) Liquidity

Liquidity Risk Indicator at Q4 2025/26 (£m)	2024/25	2024/25	2025/26	2025/26
	Approved minimum balance	Actual	Approved minimum balance	Actual
Total cash available within 3 months	20.0	47.3	20.0	43.8

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

(k) Investment Forecast

This indicator demonstrates the Council's investment exposure broken down by category for Treasury and non-treasury investments. Non-Treasury investments are directed under the Council's Investment Strategy 2025/26, whilst treasury investments are managed under the Treasury Management Strategy 2025/26.

Total Investment Exposure Indicator at Q4 2025/26 (£m)	2024/25	2025/26	2026/27	2027/28	2028/29
	Actual	Actual	Estimated	Estimated	Estimated
Treasury management cash investments	47.3	43.8	20.0	20.0	20.0
Loans and Investments for service purposes	252.6	256.5	296.0	295.6	295.1
Service investments other	32.9	31.0	30.4	29.7	28.9
Commercial investments: Property	0.0	0.0	0.0	0.0	0.0
Total Investments	332.8	331.3	346.4	345.2	344.0
Commitments to lend	0.0	0.0	0.0	0.0	0.0
Total Exposure	332.8	331.3	346.4	345.2	344.0

Service investments are further broken down in the tables below.

Loans & Investments for service purposes: Category of borrower at Q4 2025/26 (£m)	2024/25	2025/26	2025/26	2026/27	2027/28	2028/29
	Actual	Approved Balance	Actual	Estimated	Estimated	Estimated
i4b Holdings Ltd Subsidiary Loans*	182.4	500.0	179.2	211.2	211.2	211.2

i4b Holdings Ltd Subsidiary Equity**	36.4		43.9	51.9	51.9	51.9
First Wave Housing Ltd Subsidiary Loans	33.8		33.4	32.9	32.5	32.0
Total	252.6	500.0	256.5	296.0	295.6	295.1

	2024/25	2025/26	2025/26	2026/27	2027/28	2028/29
Service Investments Other Loans £m at Q4 2025/26 (£m)	Actual	Approved Balance	Actual	Estimated	Estimated	Estimated
Local Businesses	0.0	10.0	0.0	0.0	0.0	0.0
Schools, Academies and Colleges	17.6	55.0	17.1	16.9	16.7	16.4
West London Waste Authority	14.4	20.0	13.9	13.5	13.0	12.5
Local Charities	0.0	10.0	0.0	0.0	0.0	0.0
Housing Associations	0.0	50.0	0.0	0.0	0.0	0.0
Local Residents	0.0	5.0	0.0	0.0	0.0	0.0
Total	32.0	150.0	31.0	30.4	29.7	28.9

(I) Investment Funding

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

Investments Funded by Borrowing at Q4 2025/26 (£m)	2024/25	2025/26	2026/27	2027/28	2028/29
	Actual	Actual	Estimated	Estimated	Estimated
I4B Loans	182.4	179.2	211.2	211.2	211.2
I4B Equity	36.4	43.9	51.9	51.9	51.9
First Wave Housing (FWH)	33.8	33.4	32.9	32.5	32.0
Schools, Academies and Colleges	17.6	17.1	16.9	16.7	16.4
West London Waste Authority	14.4	13.9	13.5	13.0	12.5
Total Service investments	284.6	287.5	326.4	325.2	324.0
Total Funded by Borrowing	284.6	287.5	326.4	325.2	324.0

(m) Investment Rate of Return

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

Investments net rate of return at Q4 2025/26	2024/25	2025/26	2026/27	2027/28	2028/29
	Actual	Actual	Estimated	Estimated	Estimated
Treasury management investments	4.53%	3.82%	3.75%	3.75%	3.75%
Service investments	2.40%	2.60%	3.00%	3.00%	3.00%

(n) Other Investment Indicators

Other investment indicators at Q4 2025/26 (£m)	2024/25	2025/26	2026/27	2027/28	2028/29
	Actual	Actual	Estimated	Estimated	Estimated
External Debt (Loans)	900.0	1,074.1	1,174.0	1,235.2	1,274.6
Net Service Expenditure	387.3	431.4	501.8	535.2	568.6
Debt to net service expenditure ratio	2.3	2.5	2.3	2.3	2.2

This page is intentionally left blank

 Brent	Full Council 14 September 2026
	Report from the Corporate Director of Finance & Resources
Changes to the Constitution	

Wards Affected:	All
Key or Non-Key Decision:	Council
Open or Part/Fully Exempt: (If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)	Open
List of Appendices:	One Appendix 1: Proposed tracked changes relating to Planning Committee reforms
Background Papers:	None
Contact Officer(s): (Name, Title, Contact Details)	Marsha Henry, Director of Law and Monitoring Officer 020 8937 4078 Marsha.Henry@brent.gov.uk

1.0 Executive Summary

- 1.1. This report proposes constitutional changes to the terms of reference of the Planning Committee (Part 4 of the Constitution), including consequential changes, Full Council meeting standing orders (Part 2 of the Constitution) and the Members' Allowance Scheme (Part 6 of the Constitution).

2.0 Recommendation(s)

- 2.1 To review and agree the changes to the Constitution set out in this report and Appendix 1.
- 2.2 To authorise the Director of Law and Monitoring Officer to amend the Constitution accordingly, including making any necessary incidental or consequential changes.

3.0 Detail

3.1 Contribution to the Borough Plan and Strategic Priorities

- 3.1.1 Ensuring the Constitution is kept up to date and supportive of good governance contributes to the delivery of all the strategic priorities within the Borough Plan by supporting and enhancing the Council's activity.

3.2 Background

- 3.2.1 A general review of the provisions of the Constitution and its operation is being undertaken on an on-going basis to not only ensure it remains up to date and fit for purpose but also to secure improvements and deliver the objectives of the Council.
- 3.2.2 The proposals set out in this report have been informed by cross-party discussion at the Constitution Oversight Group (COG). COG is an informal officer/member working group. The political membership of the COG is balanced and it has met twice since the last Full Council meeting.

4.0 Proposals

Planning Committee Reforms

Background

- 4.1 The Planning and Infrastructure Act 2025 amends the Town and Country Planning Act 1990 and allows the Secretary of State to make regulations implementing a National Scheme of Delegation of planning functions. The Town and Country Planning (Discharge of Local Planning Authority Functions) (England) Regulations 2026 (the regulations) are due to come into force on **31 October 2026**.
- 4.2 The regulations are also supported by statutory guidance, namely, Planning Committees and the National Scheme of Delegation of Planning Functions: Guidance for local planning authorities in England published on 1 June 2026 (the guidance). The council must have regard to the guidance in making and operating arrangements for the delegation of planning decisions and can be accessed via this link: [Planning Committees and the National Scheme of Delegation of Planning Functions: Guidance for local planning authorities in England - GOV.UK](#).
- 4.3 These reforms will introduce national changes to planning powers, with new rules on which applications must be delegated to officers in all cases and which types of planning applications *may* be referred to the Planning Committee.

Summary of new delegation arrangements

- 4.4 The regulations set out types of applications where decisions:
 - 4.4.1 **must** be delegated to officers in all cases (these are referred to as any 'Schedule 1 application'); and

4.4.2 are **presumed** to be delegated to officers (these are referred to as any 'Schedule 2 application') **unless**:

- exceptionally, 'the nominated member and nominated officer' **agree** at least one of the criteria in regulation 5(3) is met; **or**
- it is 'an own-interest application' which is an application made by or on behalf of the council, a member or officer of the council (whether or not jointly with any other person) or, in the view of the nominated member and the nominated officer, the council or any of its members or officers has an interest in the application. This could, for example, include an entity owned or controlled (whether wholly or partly) by the council or any of its members or officers; **and**
- the nominated member and nominated officer **agree** they should be referred to a planning committee or sub-committee for determination.

4.5 The regulation 5(3) criteria are as follows:

4.5.1 The application raises a significant planning matter having regard to the development plan and any other material considerations.

4.5.2 The application raises an economic, social or environmental issue of significance to the local area.

4.6 In considering whether to make a referral, the nominated member and nominated officer must have regard to the guidance.

4.7 References to 'the nominated member and nominated officer' include more than one member or officer and allow substitutes to be nominated. According to the guidance:

4.7.1 the nominated officer should be the Chief Planning Officer or equivalent officer who has extensive professional planning experience. However, local planning authorities will also need to ensure they have other senior planning officers who can provide cover if needed to avoid any unnecessary delays in the referral process; and

4.7.2 the nominated member should be the Chair of the Planning Committee. As in the case of nominated officers, the authority will need to ensure there are arrangements in place for other members to cover should the nominated member not be available.

4.8 The regulations state expressly that where an application is to be determined by an officer, "the authority must not make arrangements that limit the officer's discretion as to how to determine that application".

4.9 Where a planning function is not listed in either Schedule 1 or 2, it is for the local planning authority to decide whether it should be delegated to an officer or referred to a committee or sub-committee for a decision as part of its Constitution.

- 4.10 Under the national scheme of delegation, current practices set out in local authority constitutions, such as the power for ward councillors to require cases to be called in for committee consideration or having trigger points for referral to committee if a certain number of objections is reached, will not be possible. Local authorities are required to amend their constitutions to align with the national scheme of delegation.
- 4.11 It is for individual local planning authorities to put in place their own arrangements for how the consideration of cases for referral to committee will operate in practice.
- 4.12 The guidance highlights where local planning authorities anticipate that there may be a significant number of applications which meet the criteria in regulation 5(3) or own-interest applications and which could therefore, be considered for referral to committee, they may wish to put in place a triage system to ensure that the nominated officer and nominated member are not overwhelmed and to avoid any unnecessary delays in planning decision making.
- 4.13 The guidance sets out as a minimum, the local planning authority should keep a record of the cases the nominated officer and nominated member have considered for referral to committee, the outcome of their consideration and the reasons for their decision. They should report this to the Planning Committee on a regular basis and make it available on their website.
- 4.14 The tracked changes to the Constitution relating to the Planning Committee reforms are attached as **Appendix 1**.

Size of committees

- 4.15 The regulations also prescribe that the number of members on a planning committee or sub-committee must not be more than 13. This is a maximum figure and there is no requirement for the council to increase the size of its Planning Committee from 8 members.

Training

- 4.16 For completeness, Members are advised that section 53 of the Planning and Infrastructure Act 2025 allows the Secretary of State to make regulations regarding the training of, among others, planning committee members. The regulations must provide for the satisfactory completion of the training to be evidenced by a certificate valid for a prescribed period.
- 4.17 If and when such regulations are made, a member who does not hold a valid certificate will be prohibited from exercising the council's planning functions.

Full Council meeting standing orders

Appointment of the Mayor and Committee and Sub-Committee Chairs and Vice Chairs

- 4.18 The appointment of the mayor and committee chairs and vice-chairs is a Full Council function. Whereas, the relevant committee appoints sub-committee chairs and vice chairs. The council's standing orders relating to meetings would benefit from expressly stating the nomination and voting procedure for these appointments as follows:

“SO 27 The Annual Meeting

(a)* Mayor

To elect the Mayor for the following year.

Nominations for the Mayor shall be considered in the order in which they are received by the Deputy Director Democratic & Corporate Governance. Each nomination shall be put to the vote separately. Where a nomination receives a simple majority of the members present and voting, the nominee shall be appointed and no further nominations shall be considered. If a nomination is not approved, the next nomination shall be put to the vote until an appointment is made.”

“SO 30(g) Appointments to Committees and Outside Bodies and Appointments of Chairs/Vice Chairs

If necessary, to agree appointments to committees and outside bodies and to agree the appointment or replacement of Chairs and/or Vice Chairs of committees.

Nominations for committee Chairs and/or Vice Chairs shall be considered in the order in which they are received by the Deputy Director Democratic & Corporate Governance. Each nomination shall be put to the vote separately. Where a nomination receives a simple majority of the members present and voting, the nominee shall be appointed, and no further nominations shall be considered. If a nomination is not approved, the next nomination shall be put to the vote until an appointment is made.”

“SO 49 Appointments to and chairs of Council Committees and Sub-Committees

...

Nominations for sub-committee Chairs and/or Vice Chairs shall be considered in the order in which they are received by the Deputy Director Democratic & Corporate Governance. Each nomination shall be put to the vote separately. Where a nomination receives a simple majority of the members present and voting, the nominee shall be appointed and no further nominations shall be considered. If a nomination is not approved, the next nomination shall be put to the vote until an appointment is made.”

Council tax debate

- 4.19 SO 28(d) states that: *“The Chair of the Resources and Public Realm Scrutiny Committee shall be allowed up to 10 minutes to present the findings of the committee. A procedural motion shall address the right to speak of the Group Leaders and the Lead Member for Resources including time limits. There will then be [a] general debate. Provision shall also be made in the procedural*

motion for the Leader of the Council to have the right to make closing remarks with a time limit specified. Following which a vote will be taken.”

- 4.20 It is recommended that the Council Tax Setting debate rules be codified in standing orders in the interests of transparency, consistency and certainty. It is proposed therefore that the above be replaced with the following:

“The debate on the budget and council tax proposals shall proceed as follows:

- (i) the Leader of the Council may move the report and speak for up to 15 minutes;*
- (ii) the Deputy Leader and Cabinet Member for Finance & Resources may speak for up to 10 minutes;*
- (iii) the Leader of the Principal Opposition Group may respond to the report and, where applicable, move an amendment or alternative budget proposals and speak for up to 5 minutes;*
- (iv) the Leader of each other political group may respond to the report and, where applicable, move an amendment or alternative budget proposals and speak for up to 5 minutes;*
- (v) the Chair of the Budget Scrutiny Task Group may speak for up to 5 minutes;*
- (vi) there shall then be a general debate during which the rules in standing order 42 shall apply; and*
- (vii) at the conclusion of the debate the Leader of the Council shall have a right of reply and may speak for up to 5 minutes before the vote is taken. Amendments or alternative budget proposals will be taken en bloc in the order set out in (ii) and (iii) of this paragraph before a final vote on the substantive budget proposals.”*

Remuneration of the Independent Chair of Audit and Standards Advisory Committee

Summary

- 4.21 It is proposed that the Members' Allowance Scheme (in Part 6 of the Constitution) be amended so that the remuneration payable to the Independent Chair of the Audit and Standards Advisory Committee be increased from £1,561pa to £5,332pa.
- 4.22 The proposed allowance aligns the remuneration of the Independent Chair with the existing Special Responsibility Allowance (SRA) paid to the Chair of the Audit and Standards Committee, recognising the strategic importance, responsibility, independence and time commitment associated with leading the Council's principal governance, audit, risk and standards forum.

- 4.23 The current Independent Chair has indicated an intention to step down following the December Committee meeting, following a successful period in office, creating the need to recruit a successor.
- 4.24 If approved, the increased allowance will take effect when a new Independent Chair is appointed.

Background

- 4.25 The council has operated a distinctive governance model for a number of years which includes the appointment of an Independent Chair to lead the Audit and Standards Advisory Committee.
- 4.26 This approach goes beyond minimum statutory requirements and reflects the council's commitment to strong governance, independent assurance and good decision-making.
- 4.27 The Committee plays a key role within the council's governance framework, providing independent scrutiny and challenge in relation to:
- Audit activity and assurance
 - Risk management
 - Internal control
 - Financial governance
 - Corporate governance arrangements
 - Standards and ethical conduct
- 4.28 The Constitution describes the Audit and Standards Advisory Committee as the body responsible for considering and advising on governance matters relating to audit activity, the council's regulatory framework and members' standards of conduct. The Committee also includes independent co-opted members, reflecting the council's long-standing commitment to independent oversight. The Constitution specifically provides for the appointment of up to five independent voting co-opted members to the Committee.
- 4.29 The council's arrangements are therefore more extensive than those found in many authorities and represent an established commitment to governance best practice.

Importance of Independent Leadership of Audit Committees

- 4.30 Over recent years there has been increasing national focus on the effectiveness of local authority audit committees following a series of high-profile governance and financial failures across the sector.
- 4.31 CIPFA identifies audit committees as a key component of an authority's governance framework, providing an independent and high-level focus on the adequacy of governance, risk management and control arrangements. Audit

committees provide assurance to those charged with governance and help strengthen public confidence in an authority's governance arrangements.

- 4.32 The CIPFA Position Statement and accompanying Practical Guidance emphasise the value of independent voices within audit committees and recommend the inclusion of independent members to strengthen expertise, objectivity and challenge. Independent members help:
- Reinforce independence and objectivity.
 - Provide continuity outside electoral and political cycles.
 - Bring specialist governance, audit and financial expertise.
 - Promote a non-political focus on governance, risk and control matters.
 - Strengthen challenge and oversight of financial management and assurance arrangements.
- 4.33 These principles are also consistent with the recommendations arising from the Redmond Review and the subsequent strengthening of audit committee expectations across local government. Government has encouraged authorities to align their arrangements with CIPFA's guidance as sector best practice.
- 4.34 Whilst CIPFA's guidance specifically focuses on independent members, the rationale applies even more strongly to an independent chairing arrangement. An independent chair can provide:
- Visible independence from party political interests.
 - Enhanced public confidence in governance arrangements.
 - Objective leadership of discussions.
 - Constructive challenge to officers, auditors and members alike.
 - Stability and continuity over a number of municipal cycles.
- 4.35 In an environment of increasing financial complexity, heightened regulatory scrutiny and growing governance expectations, the role of an Independent Chair has become increasingly important.

Brent's Current Arrangements and Successes

- 4.36 The council has benefited significantly from the leadership and expertise provided by its current Independent Chair over a number of years.
- 4.37 During this period the Committee has helped the council navigate:
- Significant financial pressures affecting the local government sector.
 - External audit delays and national issues affecting local audit.
 - Implementation of the CIPFA Financial Management Code.
 - Ongoing governance and risk management developments.
 - Standards and member conduct matters.
 - Increasing scrutiny of local authority financial resilience.

- 4.38 The Committee's annual reporting to Full Council has consistently highlighted the importance of effective governance, risk management and financial oversight in supporting organisational resilience and long-term sustainability.
- 4.39 The effectiveness of the existing arrangements has been widely recognised internally and has contributed positively to the Council's overall governance framework.
- 4.40 The current Independent Chair has indicated an intention to step down following the December Committee meeting, following a successful period in office, creating the need to recruit a successor.
- 4.41 This presents an opportunity to review the remuneration attached to the role to ensure it remains attractive and proportionate to the responsibilities involved.

Future Importance of the Role

- 4.42 Looking ahead, the Council faces a range of significant challenges including:
- Continued pressure on local government finances.
 - Greater expectations around financial resilience and sustainability.
 - Evolving audit and assurance requirements.
 - Increased public scrutiny of governance arrangements.
 - Rising expectations regarding standards and ethical leadership.
- 4.43 In this context it is important that the council continues to benefit from strong, independent leadership of its Audit and Standards Advisory Committee.
- 4.44 Maintaining an independent chairing arrangement helps ensure the Committee can continue to operate in a balanced and non-political manner while providing robust support and challenge to both officers and members.
- 4.45 An effective Independent Chair can also assist the Council in maintaining credibility with:
- External auditors.
 - Regulators and inspectorates.
 - Residents and stakeholders.
 - Members across all political groups.
- 4.46 The role therefore represents an important investment in good governance rather than simply a committee appointment.

Benchmarking and Market Considerations

- 4.47 The market for suitably qualified independent audit, governance and assurance professionals is becoming increasingly competitive. Whilst the council's decision to appoint an Independent Chair remains ahead of current practice in many authorities, the direction of travel across local government is towards greater independent oversight of audit and governance arrangements. This is

expected to increase demand for individuals with significant expertise in governance, audit, finance, risk management and regulatory assurance.

- 4.48 Remuneration arrangements vary considerably across the sector, reflecting differences in role scope and responsibility. Recent examples include Hillingdon Council, which has advertised an Independent Chair of its Audit, Finance and Performance Committee at £24,318 per annum, and Croydon Council, which pays £8,200 per annum for Chair of the Audit and Governance Committee. These examples demonstrate the increasing value being placed on independent governance roles and the need for councils to remain competitive when seeking to attract suitably experienced candidates.
- 4.49 Against this backdrop, the proposed allowance of £5,332 represents a proportionate and balanced approach. It:
- Reflects the significance of the role and its responsibilities.
 - Recognises the level of professional expertise required.
 - Supports the recruitment and retention of appropriately qualified individuals.
 - Remains modest when compared with remuneration levels being offered elsewhere in the sector.
- 4.50 Importantly, the proposal does not create a new remuneration benchmark within the council. Rather, it aligns the Independent Chair allowance with the SRA already paid to the Chair of the Audit and Standards Committee, providing greater consistency between the two roles while recognising the value of independent challenge and oversight.

5.0 Stakeholder and ward member consultation and engagement

- 5.1 The proposed changes have been considered by the Constitution Oversight Group.

6.0 Financial Considerations

- 6.1 The financial issues are addressed in the body of the report. The proposed change to the Members' Allowance Scheme remains within the budget set.

7.0 Legal Considerations

- 7.1 The legal issues are addressed in the body of the report.

8.0 Equity, Diversity & Inclusion (EDI) Considerations

- 8.1 Under section 149 of the Equality Act 2010, the council has a duty when exercising its functions to have "due regard" to the need to eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act and advance equality of opportunity and foster good relations between persons who share a protected characteristic and persons who do not. This is the public sector equality duty. The protected characteristics are age,

disability, gender reassignment, marriage or civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

8.2 “Due regard” is the regard that is appropriate in all the circumstances. The weight to be attached to the effect is a matter for the council. As long as the council is properly aware of the effects and has taken them into account, the duty is discharged. Depending on the circumstances, regard should be had to the following:

- the need to enquire into whether and how a proposed decision disproportionately affects people with a protected characteristic. In other words, the indirect discriminatory effects of a proposed decision;
- the need to remove or minimise disadvantages suffered by persons who share a protected characteristic that are connected to that characteristic;
- the need to take 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 taking account of disabled persons’ disabilities. There can be a positive duty to take action to help a disabled person. What matters is how they are affected, whatever proportion of the relevant group of people they might be;
- the need to encourage persons who share a protected characteristic to participate in public life (or in any other activity in which participation by such persons is disproportionately low); and
- the need to tackle prejudice and promote understanding.

8.3 No equalities implications arise directly from this report.

9.0 Climate Change and Environmental Considerations

9.1 None

10.0 Human Resources/Property Considerations (if appropriate)

10.1 None

11.0 Communication Considerations

11.1 None

Report sign off:

Minesh Patel

Corporate Director, Finance & Resources

This page is intentionally left blank

Appendix 1 – Planning Committee Reforms

Proposed changes to the terms of the Planning Committee (Part 4 of the Constitution)

PLANNING COMMITTEE

References to:

- the '2026 Regulations' are to the Town and Country Planning (Discharge of Local Planning Authority Functions) (England) Regulations 2026;

- the 'nominated member' are to the Chair of the Planning Committee or, in their absence, the Vice-chair of the Planning Committee. In addition, the Chair of the Planning Committee may also appoint up to two other members of the Planning Committee to act if neither they nor the Vice-chair of the Planning Committee is able to act;

- the 'nominated officer' are to the Head of Planning and Development Services, Development Management Services Manager, Development Management Area Manager and Development Management Planning Manager or such other successor or equivalent posts; and

- 'own-interest applications' have the same meaning as regulation 6 of the 2026 Regulations.

Membership

- The committee comprises 8 councillors or such other number of councillors as Full Council may determine from time to time.

Terms of Reference

1. If, exceptionally, the nominated member and nominated officer agree to a referral because at least one of the criteria in regulation 5(3) of the 2026 Regulations is met, ~~to~~ determine the following:

- a. Applications for Planning Permission made under the Town and Country Planning Act 1990; and
- b. Applications for Listed Building Consent made under the Planning (Listed Buildings and Conservation Areas) Act 1990,

where the recommendation is for approval and the application falls within at least one of the following categories:

- i. construction of 20 or more dwellings
- ii. outline residential development with a site larger than 0.~~5~~4 hectare
- iii. construction of a non-residential building exceeding 1,000sq. metres in floorspace outside a designated Strategic Industrial location or Locally Significant Industrial site;
- iv. outline non-residential development with a site larger than 0.~~5~~4 hectare, outside a designated Strategic Industrial location or Locally Significant Industrial site;

~~iv.~~

- v. reserved matters application relating to a large outline planning permission with over 500 dwellings or development creating 50,000sqm of floorspace;

- vi. ~~own-interest applications where they fall within categories i. to v, above;~~
~~and~~
- ~~—an application made under Section 73, 73A, 73B of Town and Country Planning Act 1990 in relation to categories i. to vi above.~~

~~v.-~~

- ~~vi. —the matter relates to a proposal falling within one of the categories i. to iv. above, and would, if approved, represent a significant departure from one or more of the policies in the Development Plan and, in the opinion of the Corporate Director Neighbourhoods and Regeneration or the Head of Planning constitute a substantial conflict with the aims and objectives of the relevant policy or policies; or~~
- ~~vii. —8 or more written objections or a petition containing at least 51 signatures have been received, in accordance with the criteria set out below but only if the application does not relate to:~~
 - ~~a. —alterations to residential buildings including extensions, outbuildings (including garages), walls, vehicular accesses, hardstandings, porches, aerials;~~
 - ~~b. —satellite television dishes or aerials;~~
- ~~2. —To determine the following:~~

- ~~a. —Applications for Planning Permission made under the Town and Country Planning Act 1990; and~~
- ~~b.vii. Applications for Listed Building Consent made under the Planning (Listed Buildings and Conservation Areas) Act 1990,~~

~~where at least three Brent Councillors have requested, in accordance with the criteria set out below, that the application be considered by the Planning Committee.~~

- ~~2. If, exceptionally, the nominated member and nominated officer agree to a referral because at least one of the criteria in regulation 5(3) of the 2026 Regulations is met, to determine an application to amend or discharge a planning obligation under section 106A of the Town and Country Planning Act 1990 in relation to a planning permission arising from a development falling within categories 1. i. to vii above.~~
- ~~3. If, exceptionally, the nominated member and nominated officer agree to a referral because at least one of the criteria in regulation 5(3) of the 2026 Regulations is met, ~~t~~To determine or consider any other planning application or planning matter which is not a Schedule 1 application or Schedule 2 application as defined in the 2026 Regulations, including pre-application presentations and proposals subject to non-determination appeals, referred to the committee by the Corporate Director, Neighbourhoods and Regeneration or the Head of Planning and Development Services.~~

- ~~3.4. To receive a record of the cases the nominated member and nominated officer have considered for referral to the Planning Committee, the outcome of their consideration and the reasons for their decision.~~
- ~~4. To determine any other planning application or planning matter which the Planning Committee has specifically indicated it wishes to consider itself with the exception of proposals subject to non-determination appeals which in the opinion of the Corporate Director, Neighbourhoods and Regeneration or the Head of Planning require an urgent response.~~

Limitations

~~With the exception of applications falling within paragraphs 1. vi. or 2. above, section 73 of the Town and Country Planning Act 1990 applications for minor material amendments are excluded unless, in the view of the Corporate Director, Neighbourhoods and Regeneration or the Head of Planning, the minor material amendment raises issues of planning significance not previously considered.~~

Criteria for written objections

~~For the purposes of paragraph 1. vi. above, an objection is valid only if, in the opinion of the Corporate Director, Neighbourhoods and Regeneration or the Head of Planning, all of the following criteria are met:~~

- ~~• it is submitted on-line via the Council's Planning Public Access System or it is received by letter or an email*;~~
- ~~• it is in response to a current application that has been publicised by the Council;~~
- ~~• it includes the person's name and postal address;~~
- ~~• it is from a person who lives or works or carries on a business:
 - ~~○ in Brent; or~~
 - ~~○ in a ward which is actually and directly affected by the application and adjoins Brent but is in a neighbouring authority's area;~~~~
- ~~• it raises planning considerations that are material and related to the application;~~
- ~~• it clearly states what is being objected to and gives reason(s) which are relevant planning considerations; and~~
- ~~• any material planning objection raised cannot be overcome by imposing planning condition(s) or securing planning obligation(s).~~

~~* Identical, similar or pro-forma letters or emails, which also meet all of the above criteria, will each be treated as a single signature in support of a petition and not as individual objections in their own right.~~

Criteria for Councillor referral (Call-in procedure)

~~An application will fall within paragraph 2. above if, in the opinion of the Corporate Director, Neighbourhoods and Regeneration or the Head of Planning, all of the following criteria are met:~~

- ~~• it clearly states that the Councillor wishes the application to be determined by the Planning Committee and explains why it is not appropriate for the application to be determined under officer delegated powers;~~
- ~~• it states whether or not the Councillor has been in contact with the applicant, agent, objector(s) or any other interested party concerning the application and, if so, provides details of the approach(es), including the identity of the person(s);~~
- ~~• it is in response to a current application that has been publicised by the Council; and~~

- ~~• it raises planning considerations that are material and related to the application.~~

Consequential changes

Having reviewed the Constitution, these are the only proposed amendments directly arising from the new delegation arrangements:

Part 5 – Planning Code of Practice

Delete the following paragraph:

“5. A detailed protocol for call-in, which enables a decision to be reviewed before it is implemented, is set out in the “Protocol on Call-in” (Part 5 of the Constitution); and the Planning Committee terms of reference (Part 3 of the Constitution).”

Add the following paragraph after 7.3:

“7.3A Where a planning application may be referred to the Planning Committee Councillors should not put improper pressure on the nominated member or nominated officer to make a referral or do anything which compromises, or is likely to compromise the nominated member or nominated officer’s impartiality.”

This page is intentionally left blank

	Full Council 14 September 2026
	Report from the Corporate Director, Finance & Resources
Resolution to approve reason for non-attendance at meetings	

Wards Affected:	N/A
Key or Non-Key Decision:	Council
Open or Part/Fully Exempt: (If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)	Open
No. of Appendices:	None
Background Papers:	None
Contact Officer(s): (Name, Title, Contact Details)	Amira Nassr, Deputy Director, Democratic & Corporate Governance 020 8937 5436 amira.nassr@brent.gov.uk

1.0 Purpose of the Report

- 1.1 Section 85(1) of the Local Government Act 1972 requires a member of a Local Authority to attend at least one meeting of that Authority within a six month consecutive period in order to avoid being disqualified as a Councillor.
- 1.2 This requirement can be waived if any failure to attend was due to a reason approved by the Authority in advance of the six month period expiring.
- 1.3 This report asks the Council to consider and approve, pursuant to Section 85 of the Local Government Act 1972, a reason for the non-attendance of the councillor identified in this report at meetings of the Council, Cabinet, and committees or sub-committees of the Council, where that non-attendance arises from significant family health and wellbeing circumstances.

2.0 Recommendations

- 2.1 To approve, in accordance with Section 85 of the Local Government Act 1972, the reason set out at paragraph 3.3 in respect of Councillor Mahmood's non-attendance at meetings until the Council's Annual Meeting in May 2027.

3.0 Detail

Contribution to the Borough Plan and Strategic Priorities

- 3.1 The waiver being sought is supportive of good governance and contributes to the delivery of all the strategic priorities within the Borough Plan by supporting the Council's activity and representational role of councillors.

Background

- 3.2 Section 85 of the Local Government Act 1972 (section 85) provides that if a member of a local authority fails, throughout a period of six consecutive months from the date of their last attendance, to attend any meeting of the authority, they shall, unless the failure was due to some reason approved by the authority before the expiry of that period, cease to be a member of the authority. Attendance as a member at a meeting of any committee, sub-committee, joint committee, joint board or other body which is discharging functions of the authority or which is appointed to advise the authority also counts, as does attendance as representative of the authority at a meeting of any body of persons.
- 3.3 Council is asked to approve, in relation to Councillor Mahmood, that where failure to attend a relevant meeting prior to the Council's Annual Meeting in May 2027 is due to the circumstances described in paragraph 3.3, such failure to attend shall be treated as a reason approved by the Council for the purposes of Section 85 of the Local Government Act 1972.
- 3.4 Councillor Mahmood is unable to attend meetings due to significant family health and wellbeing circumstances which require their ongoing support and presence.
- 3.5 Councillor Mahmood has continued to fulfil his duties as a ward councillor and supporting residents and dealing with ward matters. His current six-month attendance period does not expire until February 2027. However, given the ongoing family health and wellbeing circumstances outlined above, it is anticipated that he may require additional flexibility beyond that date and therefore it is considered appropriate to seek Council's approval in advance.
- 3.6 If Council does not approve the reason for non-attendance and Councillor Mahmood does not attend a qualifying meeting before the expiry of the six-month period, he would cease to be a member of the Council pursuant to Section 85 of the Local Government Act 1972. Once any councillor loses office, through failure to attend for the six month period, the disqualification cannot be overcome by the councillor subsequently resuming attendance nor can retrospective approval of the Council be sought for an extension in time.

This would result in a vacancy arising in the ward and would reduce representation for residents until such time as the vacancy was filled in accordance with the relevant electoral provisions. The purpose of this report is

therefore to enable Councillor Mahmood to continue serving his constituents whilst providing ongoing support in relation to exceptional family health and wellbeing circumstances

- 3.7 In light of these exceptional circumstances and recognising Councillor Mahmood's continuing commitment to his role and his intention to return to full attendance at meetings when circumstances allow, Council is requested to approve this reason for non-attendance for the purposes of Section 85 of the Local Government Act 1972 until the Council's Annual Meeting in May 2027.

4.0 Financial Considerations

- 4.1 None.

5.0 Legal Considerations

- 5.1 These are contained in the body of the report.

6.0 Equity, Diversity & Inclusion (EDI) Considerations

- 6.1 Under section 149 of the Equality Act 2010, the council has a duty when exercising its functions to have “due regard” to the need to eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act and advance equality of opportunity and foster good relations between persons who share a protected characteristic and persons who do not. This is the public sector equality duty. The protected characteristics are age, disability, gender reassignment, marriage or civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.
- 6.2 No equalities implications arise directly from this report, although approval of the reason for non-attendance set out in this report will ensure that a councillor is not disqualified from office as a consequence of exceptional family health and wellbeing circumstances which have prevented attendance at relevant meetings.

7.0 Consultation with Ward Members and Stakeholders

- 7.1 Group Leaders and relevant ward members have been advised.

8.0 Human Resources/Property Implications (if appropriate)

- 8.1 None.

9.0 Climate Change and Environmental Considerations

- 9.1 None

10.0 Communication Considerations

- 10.1 None

Report sign off:

Minesh Patel

Corporate Director Finance &
Resources