



LONDON BOROUGH OF BRENT

MINUTES OF THE CABINET

Held in the Conference Hall, Brent Civic Centre on Monday 11 April 2022 at 10.00 am

PRESENT: Councillor M Butt (Chair), Councillor McLennan (Vice-Chair) and Councillors Farah, Knight, Nerva, Krupa Sheth, Stephens, Southwood and Tatler.

Also present: Councillor Ketan Sheth (for agenda item 6.1) and Councillor Daly (for agenda item 6.2).

1. **Apologies for Absence**

An apology for absence was received from Carolyn Downs (Chief Executive).

Cabinet also noted that Alice Lester – (Operational Director Regeneration, Growth & Employment) was attending to represent Alan Lunt (Strategic Director Regeneration & Environment) and Ravinder Jassar (Deputy Director of Finance) to represent Minesh Patel (Director of Finance).

2. **Declarations of Interest**

There were no declarations of interest made at the meeting.

3. **Minutes of the Previous Meeting**

RESOLVED that the minutes of the previous meeting held on Monday 7 March 2022 be approved as an accurate record of the meeting.

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

None.

5. **Petitions (if any)**

There were no petitions submitted for consideration at the meeting.

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

6.1 Transitional Safeguarding in Brent

Prior to consideration of the main report, Councillor Muhammed Butt (Leader of the Council) welcomed and invited Councillor Ketan Sheth (as Chair of the Community & Wellbeing Scrutiny Committee and Transitional Safeguarding Task Group) to introduce the report and recommendations made by the Task Group established by the Community & Wellbeing Scrutiny Committee to review the development of Transitional Safeguarding in Brent.

Highlighting the timely nature of the review, given the evolution of practice nationally and the development of associated transitional safeguarding arrangements in Brent, Councillor Ketan Sheth began his introduction by outlining the process undertaken by the Task Group in gathering evidence as part of their review. This had involved three themed evidence sessions engaging with a wide range of stakeholders focussed around understanding transitional safeguarding and its evolution nationally; the transitional safeguarding development work undertaken in Brent; the experience of young people and families who may require transitional support and how the development of transitional safeguarding would be taken forward. Thanks were expressed to all those who had contributed towards and supported the review process, including Dez Holmes for the expertise and detailed understanding provided in relation to the practice of transitional safeguarding. Cabinet were advised that key findings identified through the review had included:

- The need to address the potential for some young people to fall through the gap between children's and adults' services if thresholds for support were not aligned or they fell out of contact with services. The Task Group felt that developing a council-wide approach to transitional safeguarding which sought to provide effective and fluid support to this cohort of young people would not only support their safety and wellbeing but may also reduce the need for specialist and statutory services and criminal justice involvement.
- The need to ensure services were responsive to the specific needs of individual young people. The Task Group felt this could be addressed through the adoption of a participative, user-led approach when developing transitional safeguarding practice, respecting young people's needs and enabling them to co-produce solutions rather than being treated as a passive recipient of support.
- The need to recognise that risks faced by young people were often interconnected and included a range of risk factors, such as financial difficulties, housing problems, and not being in education, training or employment. The Task Group therefore identified the need for some young people to be provided with multi-agency support at a more intensive level in order to navigate the complexities of housing, education, training and employment (ETE), finances and further agency support.

As a result of these findings, the Task Group had identified the need, as part of the ongoing development of transitional safeguarding, for strong, collaborative leadership. Local commissioners and service providers had also been encouraged to develop their knowledge and understanding of transitional safeguarding issues within the local area, share their expertise and support other professionals to develop their practice in conjunction with elected members given their experience of working across services, organisations and sectors, as well as the unique knowledge of communities they represented.

In commending the Task Group report and recommendations to Cabinet, Councillor Ketan Sheth ended by stating that he had been encouraged by the Executive response which had been provided (as circulated with the agenda) and commitment towards implementing the recommendations in order to provide leadership and develop expanded partnership working, meaningful engagement with communities and an active knowledge and skills exchange.

Having noted the introductory comments from Councillor Ketan Sheth, Councillor McLennan (Deputy Leader and Cabinet Member for Resources, Children's Safeguarding, Early Help and Social Care) then introduced the report presenting the Executive Response to the report and recommendations from the Transitional Safeguarding Task Group. In welcoming the work undertaken by the Task Group, Cabinet were pleased to note the Task Group's recognition of the work undertaken to develop transitional safeguarding arrangements in Brent, given the importance of the approach in terms of meeting the increasingly complex risk and needs of the most vulnerable young people and adults within the borough. Whilst aware of the potential financial implications, it was also felt the report and recommendations would provide a strong foundation towards developing and embedding an inclusive and joined up multi agency transitional approach towards safeguarding across Brent, with the proposed establishment of a Transitional Safeguarding Working Group also welcomed in order to oversee the development of this approach on a council wide basis.

Having expressed their support for the work undertaken by the Task Group, Cabinet **RESOLVED** to note the report and recommendations made by the Transitional Safeguarding Scrutiny Task Group (as approved by the Community & Wellbeing Scrutiny Committee on 22 February 2022) and to approve the Executive Response provided in relation to each recommendation, as detailed in Appendix 2 of the report.

6.2 General Practice (GP) Access in Brent

Councillor Muhammed Butt (Leader of the Council) then welcomed and invited Councillor Daly (as Chair of the GP Access in Brent Task Group) to introduce the report and recommendations made by the Task Group established by the Community & Wellbeing Scrutiny Committee to review the accessibility of General Practice (GP) in Brent following the end of the first lockdown in March 2021.

Councillor Daly also began by highlighting the timely nature of the review given the current pressures on general practice as a result of the pandemic and various changes this had brought about. In recognising that people had different views and experiences of general practice, Cabinet were advised of the balanced way in which the Task Group had sought to capture these as part of their review process involving not only a range of themed evidence gathering sessions but also an extensive survey of patient experience in accessing GP services. Whilst recognising the challenging circumstances and supportive of the efforts made to ensure GP services remained available during the pandemic, the Task Group had identified additional measures they felt could be introduced across Brent's health economy to further improve accessibility to high quality and appropriate health care for all, with a particular focus highlighted in relation to addressing the barriers experienced by:

- patients on persistent low income, with a disability, some older patients, patients whose first language was not English, some children and young people, refugees and asylum seekers and those who struggled to access digital technology;
- some parents with young children along with children and young people themselves, especially in relation to mental health support and rapid access to primary care for infants and young children with childhood illness.

Thanks were expressed to the wide range of stakeholders who had been engaged and contributed towards the review, with it recognised that the findings and recommendations produced as a result would require action and implementation across a wide range of partner agencies including the Brent Integrated Care Partnership (ICP), North West London Clinical Commissioning Group (NWL CCG), North West London Integrated Care System (NWL ICS) as well as the Council and local Primary Care Networks (PCNs).

Having noted the introductory comments from Councillor Daly, Councillor Nerva (Cabinet Member for Public Health, Culture & Leisure) then introduced the report presenting the Executive Response to the GP Access Task Group report and recommendations.

In welcoming and commending the work undertaken by the Task Group, Cabinet noted the commitment and support expressed through the Health and Wellbeing Board towards the outcome of the review and to ensure the necessary Action Plans for implementation of the various recommendations across partner agencies were developed, working towards addressing the health inequalities identified and a standard vision for GP access across Brent. Cabinet, supported by Councillor Ketan Sheth as Chair of the community & Wellbeing Scrutiny Committee, also took the opportunity to thank Councillor Daly for her role in leading the review as chair of the Task Group.

Having considered the findings from the review and noted the commitment towards taking the recommendations forward, Cabinet **RESOLVED** to note the report and recommendations made by the GP Access Scrutiny Task Group (as approved by the Community & Wellbeing Scrutiny Committee on 22 February 2022) and to approve the Executive Response provided in relation to each recommendation, as detailed in Appendix 2 of the report.

7. Acquisition of the Affordable Housing site, Neville & Winterleys

Councillor Southwood (Cabinet Member for Housing & Welfare Reform) introduced a report seeking approval to proceed with the purchase of 101 affordable housing units forming part of 1-8 Neville House, 1-64 Winterleys, 113-128 Carlton House and Carlton Hall (NWCC) on a housing site forming part of the South Kilburn Regeneration Programme from the developer partner.

In considering the report, Cabinet noted that the approach identified reflected the Council's desire as part of any future regeneration developments to proactively maximise opportunities as they arose to increase the supply of affordable housing within the borough whilst also exercising options available to become the preferred provider of the social housing elements. Previously it had been Housing Associations encouraged to partner with approved developers in order to manage the affordable housing element of these type of schemes, with members pleased to recognise NWCC as the first development to come forward in this way.

In commending the approach and welcoming the impact in terms of the supply of affordable housing, members noted that the proposed tenure mix had been confirmed as meeting essential housing needs identified within South Kilburn with

the location of the scheme also benefiting the overall programme of regeneration in the area and outcome for local residents.

Having noted the exempt information contained within the appendix of the report, Cabinet **RESOLVED**:

- (1) To approve the proposed acquisition of the 101 affordable units for the purchase price detailed in Appendix 1 of the report (which contained exempt information) from the Preferred Bidder, subject to it being selected as the developer partner for the NWCC site, on the basis of receipt of GLA funding as detailed in paragraph 3.6 of the report and with the remaining balance to be funded from the capital programme.
- (2) To delegate authority to the Strategic Director of Community Wellbeing in consultation with the Cabinet Member for Housing & Welfare Reform to negotiate and agree the terms and thereafter enter into a development and sale and purchase agreement with the Preferred Bidder for the purchase of the 101 affordable units, and thereafter make any variation to the contract if required.

8. **Purchase of 115 Affordable Homes from Phase 2 of the Grand Union Development**

Councillor Southwood (Cabinet Member for Housing & Welfare Reform) introduced a report seeking approval to purchase the long leasehold interest of a new build residential block in order to provide 115 affordable rented homes within the property located at the Grand Union scheme development, Alperton from St George Development Ltd.

In considering the report, Cabinet noted (as with the previous item) that the approach identified in relation to this scheme again reflected the Council's aim to proactively maximise opportunities as they arose to increase the supply of affordable housing within the borough and followed the successful purchase of 114 units for the same purpose under Phase 1 of the Grand Union development.

Members again commended the approach and noted that the proposed tenure breakdown had been confirmed as meeting the essential housing needs of those on the housing register and in terms of the beneficial location of the scheme.

In thanking officers for their efforts to finalise the proposal, members also noted the progress and positive impact of the Grand Union development in terms of the overall regeneration of the surrounding local neighbourhood and environment.

As a result, Cabinet **RESOLVED**:

- (1) To approve a budget of £30.27m to purchase the long leasehold interest in 115 affordable homes from the Grand Union scheme, subject to contract and subject to a) clean and marketable title b) financial and legal due diligence and c) vacant possession, with a target exchange of contract in May 2022.
- (2) To delegate authority to the Strategic Director of Regeneration & Environment in consultation with the Cabinet Member for Regeneration,

Property and Planning, to negotiate and agree the terms and thereafter enter into a contract with the developer for the purchase of the scheme and make any necessary additional amendments required to the contract thereafter.

- (3) To note that the Strategic Director of Regeneration & Environment pursuant to powers delegated under Part 3 of the Constitution will procure and award various contracts for professional services relating to the construction supervision of the 115 homes that are to be purchased by Brent Council.

9. **Neasden Stations Growth Area Masterplan - Supplementary Planning Document**

Councillor Tatler (Cabinet Member for Regeneration, Property & Planning) introduced a report seeking approval to adoption of the amended Neasden Stations Growth Area Masterplan Supplementary Planning Document (SPD), having considered the results of the consultation feedback, officer considerations and changes proposed as a result. Members were advised this followed on from the draft SPD having been approved by Cabinet for publication and statutory consultation on 14 June 2021.

In considering the report, Cabinet noted the importance of the Masterplan SPD in setting out the vision and objectives designed to secure a transformational change of the Neasden Stations Growth Area, the planning policy framework to which new development would be expected to comply along with a baseline spatial analysis of the current state and land use of the area in order to provide, following adoption of the Local Plan 2022, a foundation for future regeneration, investment and growth. Members were advised of the wide ranging nature of consultation undertaken on the draft Masterplan SPD and were keen to recognise the support expressed in relation to the increased connectivity and wider benefits provided through the proposed West London Orbital (WLO) scheme as part of this process and within the Masterplan.

Members welcomed the safeguarding of growth capacity in relation to the WLO. In recognising the work undertaken to develop the Masterplan SPD in partnership with the Greater London Authority and wide range of partners and other stakeholders (including the West London Alliance, Transport for London, local landowners and developers) Cabinet **RESOLVED** having considered the consultation report, responses, officer recommendations and proposed amendments to the draft Neasden Stations Growth Area Masterplan Supplementary Planning Document as set out in Appendix 1 of the report, to approve adoption of the Neasden Stations Growth Area Masterplan Supplementary Planning Document as set out in Appendix 2 of the report.

10. **Brent's New Customer Promise**

Councillor McLennan (Deputy Leader, Cabinet Member for Resources and Children's Safeguarding, Early Help and Social Care) introduced a report setting out a proposed new Customer Promise for Brent, which set out expectations for all interactions between the Council, its residents and customers.

In considering the report Cabinet noted that the new Customer Promise had been developed to reflect feedback from staff, customers and residents and changes

relating to the delivery of services and way residents and customers interacted with the Council as a result of the pandemic and in line with digital transformation. The Customer Promise had been based on four main pillars, supported by a series of associated performance indicators, and set clear expectations regarding what residents could expect from the Council along with an outline of how residents could be expected to help the Council deliver the promise.

Subject to approval, the Customer Promise would be embedded as a corporate standard across the Council with Cabinet welcoming the timely nature of the revised commitment and thanking officers for the work undertaken on its development.

As a result Cabinet **RESOLVED**:

- (1) To approve the proposal for a new Brent Customer Promise and Commitment.
- (2) To note that implementation of the new customer promise, the pillars that underpin it and what residents can expect from the council, would be monitored and reported corporately on a quarterly basis.
- (3) To support the new Brent Customer Promise following formal agreement as the corporate standard, which all service areas and departments will follow.

11. **Exclusion of Press and Public**

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

12. **Any other urgent business**

None.

As this was the final Cabinet meeting of the current Administration Councillor Butt (as Leader of the Council) took the opportunity to thank all Cabinet Members and officers for their support and to wish Councillor McLennan (as Deputy Leader) all the best following her decision not to continue as a councillor beyond the next local election in May 2022.

The meeting ended at 10.40 am

COUNCILLOR MUHAMMED BUTT
Chair