



Partnership and Place Overview and Scrutiny Committee

Thursday 30 May 2013 at 7.00 pm

Committee Room 3, Brent Town Hall, Forty Lane,
Wembley, HA9 9HD

Membership:

Members

Councillors:

Van Kalwala (Chair)
Green (Vice-Chair)
Arnold
Clues
Harrison
HB Patel
RS Patel
Krupa Sheth

first alternates

Councillors:

Daly
Lorber
Al-Ebadi
Matthews
Oladapo
Colwill
Chohan
Aden

second alternates

Councillors:

Ogunro
Leaman
Jones
Hopkins
Ketan Sheth
Kansagra
S Choudhary
Long

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020 8937 1307, toby.howes@brent.gov.uk

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www.brent.gov.uk/committees

The press and public are welcome to attend this meeting

Agenda

Introductions, if appropriate.

Apologies for absence and clarification of alternate members

Item	Page
1 Declarations of personal and prejudicial interests	
Members are invited to declare at this stage of the meeting, any relevant financial or other interest in the items on the agenda.	
2 Deputations	
3 Minutes of the previous meeting held on 21 March 2013	1 - 6
The minutes are attached.	
4 Matters arising	
5 Brent Fire Services - update	
Members will receive a presentation by the Brent Fire Borough Commander providing an update on the London Fire Brigade consultation and a general performance overview.	
6 Employment and Enterprise performance update	7 - 14
Members will receive a presentation from the Director of Regeneration and Major Projects and the Head of Employment and Enterprise providing a performance update and overview of Employment and Enterprise scheme activities to date. The report is also attached.	
7 Work programme 2013/2014	15 - 18
The Chair will lead a discussion regarding items and topics that will form the Partnership and Place Overview and Scrutiny Committees Work Programme for the 2013/14. Some suggested items to be included in the work programme are attached.	

8 Date of next meeting

The next meeting of the Partnership and Place Overview and Scrutiny Committee meeting is scheduled to take place on Monday, 22 July 2013 at 7.00 pm.

9 Any other urgent business

Notice of items raised under this heading must be given in writing to the Democratic Services Manager or his representative before the meeting in accordance with Standing Order 64.



- Please remember to **SWITCH OFF** your mobile phone during the meeting.
- The meeting room is accessible by lift and seats will be provided for members of the public.
 - Toilets are available on the second floor.
 - Catering facilities can be found on the first floor near the Paul Daisley Hall.
 - A public telephone is located in the foyer on the ground floor, opposite the Porters' Lodge

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**MINUTES OF THE PARTNERSHIP AND PLACE
OVERVIEW AND SCRUTINY COMMITTEE
Thursday 21 March 2013 at 7.30 pm**

PRESENT: Councillor Van Kalwala (Chair), and Councillors Green, Harrison, Naheerathan, HB Patel, RS Patel and Krupa Sheth

An apology for absence was received from: Councillor Clues

1. Declarations of personal and prejudicial interests

None declared.

2. Minutes of the previous meeting held on 7 February 2013

RESOLVED:-

The minutes of the meeting held on 7 February 2013 were approved as a true record of proceedings.

3. Matters arising

Kisi Smith-Charlemagne, Policy and Performance Officer, informed the Committee that further information regarding the statistics on how crimes were reported had been provided by Superintendent Gideon Springer and would be circulated to the Committee.

4. Brent Housing Partnership (BHP) - performance update

David Bishopp of Brent Housing Partnership (BHP) gave a presentation highlighting the performance of the company against similar local authorities and ALMOs as well as other housing associations. In comparison to local authorities and ALMOs it was explained that BHP had improved in terms of value for money; including overheads and major works. In terms of key performance indicators (KPIs) customer satisfaction was in the middle to upper and upper quartile. BHPs performance improved in terms of costs and major works compared to other authorities with major works moving from 16th position to 5th. It was highlighted that BHP no longer operated as a development business but had undertaken a small development of 330 homes which had led to the misleading poor performance figures. It was noted that the comparisons were against local authorities that undertook large developments and was not a fair comparison. David Bishopp highlighted that rent arrears continued to be a poor performing indicator due to the external pressures of the economic climate and changes to welfare, with decent homes also showing as poor due to changes in the way performance was recorded and tenants refusing works. It was highlighted that Brent was performing well compared to traditional London housing associations, being third in terms of overhead costs and fourth in terms of housing management.

Members raised residents concerns of not receiving replies to complaints and issues being raised. David Bishopp explained that complaints were meant to receive an initial response within 10 days then passed to the relevant department for a full response and agreed to forward any unanswered complaints to the relevant department. Following discussions, members queried the difficulties in re-letting properties despite a housing shortage. It was explained that the allocation process enabled tenants to refuse properties that they did not wish to live in for a variety of reasons such as desirability, size and location. A revised choice based lettings scheme was being devised to restrict tenants from refusing more than three properties to improve re-letting. It was noted that the current re-letting target was 27 days with average re-let time of 26 days the previous month. It was noted that properties requiring major works would often have a longer re-let time which would affect performance statistics. Following queries it was explained that the financial information had only just been completed for the end of year and is sent off for comparison with a final report being received in September. It was explained that the KPIs were reported on a quarterly basis. Members queried the level of performance in relation to the standard of decent homes and re-letting. It was explained that the decent homes indicator was misleading due to many tenants refusing works, with these homes being included within the indicator. It was noted that rent collection was targeted at 98% and was currently operating at 98.4% although future difficulties were anticipated in line with the current climate and welfare changes, with 67% of tenants currently receiving housing benefit. Members queried how rent arrears were addressed and how we compared. It was explained that we could not be compared to housing associations due to secured tenancies. A rent collection team would address any arrears and follow an escalation policy before the final stage of a court possession order being sought. If a forwarding address was passed on then a debt collection agency would be engaged with one officer collecting arrears from former tenants with the target return greater than the costs to employ them. David Bishopp informed the Committee that numerous tenants would leave with rent arrears and up to 30 persons being evicted. Following queries it was explained that approximately £500,000 worth of rent arrears was accrued for the current financial year with a potential total debt of £1.5m from rent arrears. It was explained that this debt was calculated into the business plan due to the difficulties in collecting rents. Members queried whether tenants not paying utility bills resulted in energy companies removing the meters. It was noted that this problem had not been raised but David Bishopp agreed to investigate further. Following queries it was explained that a drop in capital project costs and a self-financing scheme had resulted in lower maintenance costs with £200m of historical debt being written off by central government. It was explained that an asset review was taking place and repairs were carried out on an appointment based system, with performance recorded by the length of time taken to complete repairs. Repairs were currently targeted to be completed in 10 days but following a current average success rate of 6.8 days, the target for the next financial year was being reduced to five days.

RESOLVED:-

Members noted the report

5. Registered social landlord performance

Tony Hirsch, Policy and Performance Manager informed the Committee that there had been a significant change to the approach of housing regulation and how performance was managed at a national level. The national indicator set had been abolished in line with the Localism Act 2011, along with the Tenant Services Authority (TSA), with its role being undertaken by the Homes and Communities Agency (HCA). It was noted that the HCA focused on issues surrounding economic and financial performance rather than customer standards with the view to only intervene as a last resort where serious detriment to tenants was likely to be caused. It was explained that the view taken was that organisations should manage themselves with tenants taking a role in overseeing performance with seven core standards being undertaken around customer standards and economic standards. It was clarified that under the housing reform, rents were likely to increase due to the lower subsidy available with an uncertain future post 2015. It was explained that the welfare reform changes would also cause performance uncertainty due to the under occupation penalties, changes to the council tax regime and the impact of universal credit being paid directly to the recipient. Providers of social housing had previously undertaken work to encourage employment, training and tackling poverty of residents. It was felt with the loss of the national indicator set it would be difficult to comparatively measure partner's performance, particularly as they will be required to agree performance measures with tenants. It was noted that the overall performance of partners was good and improving and following receiving the annual figures in September, a report would be brought to the Committee in October looking at qualitative satisfaction and ways in which partners could work with the Council.

Following discussions, members queried the low target and performance surrounding satisfaction with customer service centre provision at the A2 Dominion. Tony Hirsch felt that this may be partly due to the welfare changes and the pressures tenants were facing financially and need to have an understanding approach when dealing with such issues yet a strict approach regarding rent. The Committee were informed of a new tenancy strategy that was being developed to offer greater flexibility, enabling more sanctionable activity regarding rent arrears to reduce arrears and if necessary allow a court order. Members queried the fairness of benefits in relation to working persons. Tony Hirsch felt the changes to welfare would have numerous impacts such as ability to collect rent with a proactive approach needing to be undertaken. It was explained that advice would be available on the options available to person in relation to occupancy although it was noted that it may not always be possible for persons to downsize, resulting in a lack of larger homes. It was queried why RSL performance information was no longer provided. It was explained that partners had a greater focus on their own performance and the satisfaction of the tenant rather than that of their peers. It was queried whether performance information could be included within a service level agreement. It was explained that how the council worked with partners needed to be reviewed to try and prescribe all partners to present consistent performance information following the loss of the national indicator set that was previously used.

6. Brent data - the multi agency data hub (update)

Alisdair MacLean provided a presentation introducing the intelligence hub database and provided an updated analysis on the latest statistical information from the 2011 census. He highlighted key statistical information such as demographic of the population, religious composition, race, accessibility of language and age. The

information could be comparable by ward, demonstrating trends in movement such as increased population and changes to living standard. Alisdair MacLean gave a demonstration of the Brent data hub, which allowed all partner organisations and members of the public to access numerous datasets and documents. The database was searchable, allowing excel exportation and it was hoped in future that partner organisations would be set up as administrators, allowing them to upload and update their own data. Following queries it was explained that the data was updated on a quarterly basis or when an updated version was available and despite a few issues with several links, the hub was working well. It was agreed that a link to the hub would be sent to the Committee with a member workshop taking place in April to look at profiling individual wards. It was explained that the hub allowed voluntary organisations to access information to support funding bids. Members queried the statistics surrounding households who did not have English as a first language and felt that the figures could be misleading as they may be fluent as a second language.

RESOLVED:-

Members noted the report

7. The gangs task group draft report for discussion

The Chair introduced the report and highlighted that subject to a few amendments and further recommendations to be included the report would be sent to the Executive.

Members noted the good work carried out by the task group and queried the impact of gangs on girls. The Chair noted that there was a knowledge gap surrounding the impact of gangs on young females and noted that there may be some cross over with the work to be carried out by the Health Partnership Overview and Scrutiny task group addressing violence against women and girls.

It was highlighted that addressing gangs over the next two years would be a major project particularly working with the entire family. A member training session would be held in the future as well as training for community volunteers which Councillors were also welcome to attend.

RESOLVED:-

Members noted the report

8. Partnership and Place Overview and Scrutiny Committee work programme

RESOLVED:-

Members noted the work programme

9. Date of next meeting

The date of the next meeting will be confirmed at the Annual Full Council meeting on 15 May 2013.


10. **Any other urgent business**

None.

The meeting closed at 9.25 pm

Z VAN KALWALA
Chair

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	<p>Partnership and Place Overview and Scrutiny Committee</p> <p>Report from the Director of Regeneration and Major Projects</p>
<p>For Information</p>	<p>Wards Affected: ALL</p>
<p>Employment & Enterprise Update</p>	

1.0 Summary

This report builds on the previous report shared with the Committee in December 2012 by providing an update on:

- Establishment of the new Employment & Enterprise Team
- Overall objectives for the team
- Immediate priorities and workstreams

2.0 Recommendations

2.1 None – this report is for information only.

3.0 Detail

Background and Context

3.01 As detailed in the last report to this Committee (December 2012), in May 2012 the Regeneration and Major Projects Department commissioned an external review of employment provision within the borough. The review was to inform the development of an ambitious new programme to improve the life chances of our residents by increasing overall employment rates, particularly for our most disadvantaged residents. This was within a context of the economic downturn in which Brent fared badly. The borough has seen spiralling deprivation, with a widening gulf between the most prosperous and socially excluded communities. The Borough is now the 35th most deprived in the country with unemployment and deprivation spreading to the historically wealthier areas of Mapesbury and Welsh Harp. Unemployment is rising, lengthening and spreading. And the gulf between London average and Brent average in most indicators, including employment level, skills and qualification level and average earnings is widening.

3.02 The outcome of the review was a series of recommendations which sought to not replicate the Council's previous successful self-delivery of employment provision but see the implementation of innovative activities which complement and drive better value from existing provision. This included the establishment of an Employment & Enterprise team, to be led by a Head of Employment and Enterprise and to include the pilot Navigator Service (more detail of this service is below).

Objectives

3.03 The review also set out clear objectives for the team, aligned to our Borough Plan and Regeneration Strategy:

- To enable more excluded residents to access and benefit from services;
- To enable more excluded residents to move into sustained employment;
- To increase opportunities for progression in employment;
- To derive greater value from existing employment-related expenditure/services across the borough;
- To maximize the social value of council (and supply chain) employment opportunities;
- To draw in additional funding to the borough;
- To support the establishment and growth of new enterprise.

Update – Team

3.04 *The Navigators* - An interim Navigator Manager was identified to shape and deliver the Navigator Service in October 2012. Subsequently, six Navigators were recruited and inducted over December 2012 with the service commencing in January 2013. In March 2013 the recruitment process for identifying the permanent Navigator Manager successfully confirmed in post the consultant, Kamini Sanghani, who was undertaking the role on an interim basis. This ensured that there was a continuation of the successful launch of the service, at a critical time, as it prepared to ramp up activities. The Navigator Service commenced before the appointment of the Head of Employment & Enterprise, given the urgency and immediacy of the impact of the Welfare Reforms on Brent.

3.05 *Head of Employment & Enterprise* – A new Head of Employment & Enterprise, Shomsia Ali, started in post in March 2013, following her appointment in December 2012. Shomsia has worked closely with the Head of Regeneration Policy, who has been looking after the Employment & Enterprise remit in the interim, to ensure a smooth handover.

3.06 It was anticipated that the full team would be in place and operational at the start of this financial year. It was also anticipated that once in post, the Head of Employment & Enterprise would shape her team. Given that Shomsia started in March there has been a subsequent delay with this. The priority is to have the full team in place and operational within the first 6 months of being in post.

3.07 A new function of the team is the *Business Development & Partnership Team*. The Business Development function is designed to draw in external funding to the borough, to support the delivery of employment, skills and enterprise provision. This team will work closely with our voluntary and community sector partners to strengthen the chances of the borough as a whole secure external monies. The team will also be responsible for designing and commissioning services to either drive

better value from existing provision or to plug gaps in provision to meet priority needs. The team includes a Bid Writer and a Performance Analysts. The recruitment for the Business Development Manager has commenced, with interviews taking place May 30th 2013.

3.08 The Head of Employment & Enterprise is also undertaking a review of the existing Wembley Works and Supply Chain services. Existing members of staff (3) are aware that a restructure process will commence in due course.

Key Work Stream

3.09 The immediate 6 month priorities for the Employment & Enterprise team are:

- To establish a highly-motivated and ambitious team and service, which operates within a target-driven and entrepreneurial culture;
- To ensure there is an effective and coordinated employment and skills focused response to mitigate against the impact of the welfare reforms. This will include ensuring better value from existing services, particularly Jobcentre Plus;
- To position the Council as a leader in the employment landscape within the borough. Establishing strong and honest relationships with key partners including Jobcentre Plus, Work Programme Providers and the voluntary and community sector, in which partners can support and challenge one another to ensure the best outcome for our residents;
- To move the pilot Navigator Service from implementation phase to full delivery phase, ensuring lessons learnt are captured to inform the on-going shape and direction of the service;
- To develop the apprenticeship offer within the borough for Brent residents, including promoting apprenticeships with local businesses and working with HR to support the expansion of internal Council apprenticeship scheme. And, to lead by example by ensuring the Employment & Enterprise team and our department actively recruit and support the development of apprentices;
- To actively support the review of BACES so that BACES is at the heart of the borough's employment offer;
- To progress the initial recommendations of the external scoping exercise of establishing an Intermediate Labour Market model in child care in the borough (detail below);
- To maximise the opportunities for Brent residents to secure upcoming employment opportunities on the London Designer Outlet, due to open late October/early November (more details below).

3.10 Update on progress

• Navigators

The Navigator Service has been in operation since January 2013. Their immediate priority and focus has been to work with those households most impacted by the welfare reforms, in particular those impacted by the Overall Benefit Cap and likely to lose £50 or more/week.

The Navigator Service was designed to be a sign-posting service, supporting our residents navigate through the various services and provision, with a clear focus on employment outcomes.

In the first three months of operation what has become apparent is that there is a lack of effective employment provision in the borough. There are a number of factors contributing to this, including reduction in available external funding and the introduction of the Government's flagship employment programme, the Work Programme. Since coming into operation in June 2011, it is now seen as the 'only game in town'. With restricted eligibility criteria and referrals only happening via the Job Centre this provision is not open to our most vulnerable residents, most of whom are on 'inactive' benefits, including Income Support. The Navigators, as a result, have been delivering elements of job brokerage services.

The Navigators have a clear target of supporting 35% of those they engage with into employment. This is based on engaging with 300 households, which equates to 108 job outcomes in the first year of delivery. Initial performance has been promising with over 180 referrals/engagement and 7 job outcomes.

- **Reducing the impact of welfare reform**

The Employment Working Group of the Welfare Reform Group is now chaired by the Head of Employment & Enterprise. A Terms of Reference for the group has been agreed, as has an initial Action Plan, which is designed to be live and dynamic. Key members of the group include Jobcentre Plus, representatives from all three Work Programme providers, Children & Families and BACES.

The key objectives for the Group are:

- To secure sustainable work for those households most impacted by welfare reforms;
- Increase in job outcomes for the most excluded groups;
- To support households entering employment who require childcare, access childcare provision.

Key associated targets include:

- 35% of households impacted to be supported into employment (Job Centre Plus action);
- 35% of most excluded residents to enter employment (Navigator Service action).

Please note; the team is to agree baseline data for childcare provision from which an associated target can be agreed in terms of increasing take-up of child care provision.

Co-location of key partners in Mahatma Gandhi House (MGH) is ensuring that there is better coordination of service to residents. This includes having the Navigators sit within our Housing team as well as having a Jobcentre Plus colleague based at MGH so that direct referrals to her can be made.

An eight-week monitoring exercise of referrals of those residents in temporary accommodation to Jobcentre Plus was undertaken. This highlighted some concerns with the quality of service being delivered by Jobcentre Plus which we are raising with appropriate senior colleagues to ensure a more effective response from Jobcentre Plus in Brent. Following this pilot, the recruitment for a fixed-term Welfare

Reform Monitoring Officer is in progress. This post will continually monitor outcomes for residents to ensure service improvement and focus of resource in areas of need.

- **BACES review**

A review of BACES is now fully underway with a Project Board established. It is estimated that the review will take 18 months for full implementation. The project is managed by an external consultant, who works closely with Head of Service at BACES. The Project Board meets every 4-6 weeks and includes: Director of Regeneration and Major Projects; Assistant Director, Early Help & Education; Head of BACES Service; and Head of Employment & Enterprise.

The review is designed to ensure BACES is at the centre of the borough's employment offer. This vision pitches BACES as an employment centred training organisation, offering a range of provision tailored specifically to the needs of employers and growth sector industries. It is a vision in which BACES will look and feel like a high quality, energetic, employment-focused organisation – where job seekers come out of every interaction with BACES knowing that it is taking them a step closer to work, and employers have absolute confidence that BACES will deliver a choice of excellent candidates for work.

In order to reach this vision likely changes include:

- A rebrand and rename of the service;
- Preparation of 'back to work' plans for all workless clients;
- A curriculum which specifically addresses local people's barriers to work and meets the needs of the local economy and employers;
- Access to high quality job brokerage services for all clients;
- BACES following through will all clients who secure employment to ensure that the transition into the world of work runs as smoothly as possible
- A strong understanding of the local economy.

- **Intermediate Labour Market (ILM)**

The feasibility/scoping study is currently underway to explore the potential of setting up an ILM type model either in child care or the hospitality industry.

The draft report on the hospitality ILM has recommended that at this stage it is not feasible to set up an ILM model in this sector. This is primarily because of the requirement of significant upfront investment, with breakeven point taking some time to reach (up to five years) and due to a lack of suitable, available premises. However, the consultants have managed to broker a meeting with the main hotel chains in the borough who are keen to be involved in a programme which supports and trains local residents to access jobs in the hospitality industry.

The child care draft report has made recommendations to pilot 'atypical child care' in one of our estates. This will provide flexible and affordable child care to residents for whom child care is a barrier to accessing employment. The 'atypical childcare' pilot will see the offer of childcare from 6am-8am and 6pm-8pm, to fit in around flexible working and to address the gap in affordable childcare at these times (which are

otherwise restricted to the more costly option of child-minders). The Employment & Enterprise team are now working with Children & Families to scope the viability of this.

- **Wembley Works**

The team at Wembley Works continue to engage with employers to meet their recruitment needs, supporting 107 residents into employment in the last year, including at the new Hilton Hotel. The team is currently undertaking recruitment for Europa, the FM leads at the Civic Centre. In addition, the team is liaising with Quintain and the LDO so that Wembley Works is the single point of contact for the LDO's recruitment needs. A working group consisting of College of North West London, BACES, Jobcentre Plus and the Work Programme providers is being convened to coordinate recruitment activities so that Brent residents are able to secure as many of the estimated 1500 jobs expected to be created on site.

The team is also working closely with colleagues in Planning to build in employment and supply chain clause in contracts/consents issued to developers. This includes the requirement for developers to complete and submit an Employment & Training Plan to the team, detailing the number of jobs and training opportunities expected to be created and filled by local residents, against which performance will be measured. This was piloted with Network Housing on the Brook Avenue scheme. Network Housing has signed the contract and are happy to comply with conditions set out in the Brent Employment and Training Initiative (which incorporates the Employment & Training Plan). This will now be rolled out in all legal contracts issued to developers.

The SupplyBrent programme continues to go from strength to strength, supporting local businesses to secure contracts with large scale developers in the borough. On the Civic Centre £2,358,446 worth of contract was issued to local businesses/suppliers. On Elizabeth House, next to Brent House, £2 million of contract was secured by local businesses. SupplyBrent will expand its remit to include linking local suppliers to large scale service contracts in the boroughs, in addition to the construction contracts it already does.

4.0 Financial Implications

4.1 The employment programme is currently funded for three years with a budget of £1million per annum, funded through a ring-fenced reserve. Additional funding to support the programme will be sought through other sources including European Social Fund, London Councils and Jobcentre Plus. To support with this recruitment of the Business Development Manager is underway.

5.0 Legal Implications

5.1 None

6.0 Diversity Implications

6.1 A full impact assessment will be undertaken once the full employment

programme has been agreed and full team is in place.

7.0 Staffing/Accommodation Implications (if appropriate)

- 7.1 The anticipated restructure of the existing team (Wembley Works and SupplyBrent) will impact three (3) members of staff. The Head of Employment & Enterprise is working closely with HR to ensure this process is as smooth as possible with relevant staff being kept updated.

Contact Officers

Andy Donald

Director, Regeneration & Major Projects

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**Partnership & Place Overview & Scrutiny Committee Work Programme 2013/14
Chair Cllr Van Kalwala**

Date of Meeting	Agenda item	Requested Information / Evidence	Invited witnesses	Notes
Thursday 30th May 2013	Brent Fire Borough Commander	Update on budget, options and changes to Brent Fire Services in 2013	Terry Harrington Brent Borough Commander	
	Employment Enterprise Update	Update on the how the employment enterprise programme is performing	Andy Donald Director of Regeneration & Major Projects & Shomsia Ali Head of Employment & Enterprise	
	2013/14 Work Programme	Lead by the Chair, this is a discussion by committee members to recommend items that will be added to the 2013/14 Work programme	Partnership & Place OS Committee Chair Cllr Zaffar Van Kalwala	
Monday 22nd July 2013	Community Rights	Update on working taking place around the Community Right to Bid and Challenge	Cathy Tyson Assistant Director Strategy Partnership Improvements	
	Crime Performance Information - Update	Update - crime performance information and key issues	Paul Smith Acting Head of Integrated Offender	

			Management	
Thursday 3rd October 2013	Ward Working Annual Report	A report that details the work of the Ward Working Team in 2012/13	Christine Collins Cllr Denselow Lead member	
Wednesday 20th November 2013				
Tuesday 21st January 2014				
Thursday 20th March 2014				

Other issues the committee would like to cover date to be confirmed:

- ***Employment in Brent***
- ***Policing in Brent – The Borough Commander will be invited to discuss policing issues in Brent***
- ***Registered Social Landlord performance***
- ***Council for Voluntary Services – Update***
- ***Crime Performance Information – Regular updates***
- ***Partners for Brent – updates on the delivery of their work programme***
- ***Update multi agency data hub (census)***
- ***Fire Commander – Service performance and reductions in services/Consultation Update***
- ***Employment Enterprise update***

- ***Community Right to Bid - Summary and work to date***
- ***Community Right to Challenge***

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