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Cabinet

Monday 7 December 2020 at 10.00 am

This will be held as an online virtual meeting

The link to view the meeting is available by clicking **HERE**

This agenda was republished on 02/12/2020

Membership:

Lead Member Portfolio Councillors:

M Butt (Chair) Leader of the Council

McLennan (Vice-Chair) Deputy Leader of the Council and Lead Member for

Resources

Farah Lead Member for Adult Social Care

Knight Lead Member for Community Safety and Engagement Nerva Lead Member for Public Health, Culture & Leisure

M Patel Lead Member for Children's Safeguarding, Early Help

and Social Care

Krupa Sheth Lead Member for Environment

Stephens Lead Member for Schools, Employment and Skills Southwood Lead Member for Housing & Welfare Reform

Tatler Lead Member for Regeneration, Property & Planning

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

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The press and public are welcome to attend this meeting as an online virtual meeting. The link to attend and view the meeting 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 significant enough to affect your judgement of a public interest and either it affects a financial position or relates to a regulatory matter then after disclosing the interest to the meeting the Member must leave the room without participating in discussion of the item, except that they may first make representations, answer questions or give evidence relating to the matter, provided that the public are allowed to attend the meeting for those purposes.

*Disclosable Pecuniary Interests:

- (a) **Employment, etc. -** Any employment, office, trade, profession or vocation carried on for profit gain.
- (b) **Sponsorship** Any payment or other financial benefit in respect of expenses in carrying out duties as a member, or of election; including from a trade union.
- (c) **Contracts** Any current contract for goods, services or works, between the Councillors or their partner (or a body in which one has a beneficial interest) and the council.
- (d) **Land -** Any beneficial interest in land which is within the council's area.
- (e) **Licences-** Any licence to occupy land in the council's area for a month or longer.
- (f) **Corporate tenancies -** Any tenancy between the council and a body in which the Councillor or their partner have a beneficial interest.
- (g) **Securities** Any beneficial interest in securities of a body which has a place of business or land in the council's area, if the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body or of any one class of its issued share capital.

**Personal Interests:

The business relates to or affects:

- (a) Anybody of which you are a member or in a position of general control or management, and:
 - To which you are appointed by the council;
 - which exercises functions of a public nature;
 - which is directed is to charitable purposes;
 - whose principal purposes include the influence of public opinion or policy (including a political party of trade union).
- (b) The interests of a person from whom you have received gifts or hospitality of at least £50 as a member in the municipal year;

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A decision in relation to that business might reasonably be regarded as affecting the well-being or financial position of:

- You yourself;
- a member of your family or your friend or any person with whom you have a close association or any person or body who is the subject of a registrable personal interest.

Agenda

Introductions, if appropriate.

Item Page

1 Apologies for Absence

2 Declarations of Interest

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

3 Minutes of the Previous Meeting

1 - 8

To approve the minutes of the previous meeting held on 9th November 2020 as a correct record.

4 Matters Arising (if any)

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

5 Petitions (if any)

To discuss any petitions from members of the public, in accordance with Standing Order 66.

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

To consider any reference reports from any of the Council's two Scrutiny Committees.

6.1 Recommendations from Resources & Public Realm Scrutiny Committee - Violence Against Women Task Group

9 - 68

This report presents the recommendations from the Violence Against Women and Girls Task Group scrutiny report agreed at the Resources & Public Realm Scrutiny Committee on 1 October 2020, along with the proposed Executive response.

Ward Affected:

All Wards

Lead Member: Lead Member for Community Safety & Engagement (Councillor Promise

Kniaht)

Contact Officer: Shazia Hussain, Assistant

Chief Executive

Shazia.Hussain@brent.gov.uk

Chief Executive's reports

7 Draft Budget 2021/22

69 - 150

The report and appendices for this item were added to the agenda when it was republished on 02/12/2020.

This report presents the Council's budget proposals for 2021/22 and sets out the current estimated financial impact of the pandemic and the estimated impact over the three years of the Medium Term Financial Strategy (MTFS).

Ward Affected: Lead Member: Deputy Leader (Councillor

All Wards Margaret McLennan)

Contact Officer: Minesh Patel, Director of

Finance

Tel: 020 8937 4043

minesh.patel@brent.gov.uk

8 A Fairer Future Ending Poverty in Brent - Delivery Plans

151 - 202

This report presents and seeks approval for the delivery plans proposed to take forward implementation of the Poverty Commission recommendations.

Ward Affected:

All Wards

Lead Member: Lead Member for Housing and Welfare Reform (Councillor Eleanor Southwood) **Contact Officer**: Jacqueline Barry-Purssell,

Senior Policy and Scrutiny Officer

Tel: 02089371958

Jacqueline.Barry-Purssell@brent.gov.uk

9 Corporate Performance – Q2 2020/21 Performance Report

203 - 236

The purpose of this report is to provide Cabinet with a corporate overview of performance information linked to the Borough Plan priorities, to support informed decision-making and to manage performance effectively.

Ward Affected: Lead Member: Deputy Leader (Councillor

All Wards Margaret McLennan)

Contact Officer: Pascoe Sawyers, Head of

Strategy and Partnerships

Tel: 020 8937 1045

pascoe.sawyers@brent.gov.uk

10 Neighbourhood Community Infrastructure levy (NCIL) +100 K Project 237 - 248 Approval

This report requests approval for the allocation of Neighbourhood CIL (NCIL) funds for 4 community projects from round one of the 2020/21 NCIL programme.

Ward Affected:

All Wards Property

Lead Member: Lead Member for Regeneration, Property & Planning (Councillor Shama Tatler) **Contact Officer**: Kate Lambert, Partnership

Funding Officer Tel: 02089371170

kate.lambert@brent.gov.uk

Community Well-being reports

11 Asset Management Strategy

249 - 280

This report seeks approval for the Asset Management Strategy, which outlines the Council's plan to undertake responsive repairs, stock investment, reform and improvement of the stock and its performance.

Ward Affected:

All Wards

Lead Member: Lead Member for Housing and Welfare Reform (Councillor Eleanor Southwood) **Contact Officer**: Hakeem Osinaike, Operational

Director Housing Tel: 020 8937 2023

Hakeem.Osinaike@brent.gov.uk

12 NAIL Programme Update & Funding

281 - 288

The report provides an overview of the progress made on the NAIL Programme and seeks approval for a capital investment of £1.5m for the refurbishment of 5 existing properties for use as NAIL schemes, and to carry out additional work on existing NAIL properties.

Ward Affected: Lead M

Lead Member: Lead Member for Adult Social

All Wards Care (Councillor Harbi Farah)

Contact Officer: Helen Woodland, Operational

Director, Adult Social Care

Tel: 020 8937 6168

helen.woodland@brent.gov.uk

13 Authority to enter into a contract with Capital Letters

289 - 310

This report requests approval to enter into a contract with Capital (London) Limited, a lettings company owned by a consortium of London Authorities for the provision of accommodation for homeless households, as required by Contract Standing Orders 88.

Ward Affected:

All Wards

Lead Member: Lead Member for Housing and Welfare Reform (Councillor Eleanor Southwood) **Contact Officer**: Saleema Nuraney, Housing

Needs Service Tel: 020 8937 2076

saleema.nuraney@brent.gov.uk

Digital and Customer Services reports

14 National Non-Domestic Rates – Applications for Discretionary Rate 311 - 318 Relief

This report seeks approval for the Council to apply its discretion to award rate relief in respect of non-domestic rate liability.

Ward Affected: Lead Member: Deputy Leader (Councillor

All Wards Margaret McLennan)

Contact Officer: Peter Cosgrove, Head of

Revenues and Debt Tel: 020 8937 2307

Peter.Cosgrove@brent.gov.uk

Regeneration and Environment reports

15 Authority to award a contract for refurbishment works at Stonebridge Annexe

319 - 328

This report seeks approval to award a contract for the refurbishment works at Stonebridge Annexe, subject to the satisfactory completion of the Judicial Review of the planning permission decision process in respect of the Morland Gardens re-development.

Ward Affected: Lead Member: Lead Member for Schools, Stonebridge Employment & Skills (Councillor Thomas

Stephens)

Contact Officer: Neil Martin, Schools Capital

Programme Team Tel: 020 8937 4203 neil.martin@brent.gov.uk

16 Brent Annual Infrastructure Funding Statement

329 - 364

The appendix to this report was amended on 02/12/2020 to correct figures presented in Table 8, Page 17.

This report seeks approval for the publication of the Brent Infrastructure Funding Statement 2019/20 as presented in Appendix 1. The statement is required to be prepared in line with the Community Infrastructure Levy (CIL) Regulations (amended 2019).

Ward Affected:

All Wards

Lead Member: Lead Member for Regeneration, Property & Planning (Councillor Shama Tatler)

Contact Officer: Ciara Whelehan, Spatial

Planning Manager Tel: 020 8937 6473

ciara.whelehan@brent.gov.uk

17 **Commercial Property Rent**

365 - 384

This report seeks approval to formalise the process for determining rent deferrals.

Ward Affected:

All Wards

Lead Member: Lead Member for Regeneration, Property & Planning (Councillor Shama Tatler) Contact Officer: Denish Patel, Property and

Proiects

Tel: 020 8937 2529

denish.patel@brent.gov.uk

18 **Exclusion of Press and Public**

The following items are not for publication as they relate to the following category of exempt information as specified under Part 1, Schedule 12A of the Local Government Act 1972, namely:

Item 15, Appendix 1: Authority to award a Contract for refurbishment work at Stonebridge Annexe – Supplier Information

Item 17, Appendix 2: Commercial Property Rent – Arrears Summary

19 Any other urgent business

Notice of items to be raised under this heading must be given in writing to the Head of Executive and Member Services or his representative before the meeting. Any decisions taken urgently under this heading must comply with the provisions outlined in paragraph's 12 and 39 of the Council's Access to Information Rules (part 2 of the Constitution).

Date of the next meeting: **Tuesday 12 January 2021**





LONDON BOROUGH OF BRENT

MINUTES OF THE CABINET Held as an online virtual meeting on Monday 9 November 2020 at 10.00 am

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

1. Apologies for Absence

There were no apologies for absence.

2. Declarations of Interest

None.

3. Minutes of the Previous Meeting

RESOLVED that the minutes of the previous meeting held on 12th October 2020 be approved as an accurate record of the meeting.

4. Matters Arising (if any)

None.

5. **Petitions (if any)**

None.

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

There were no items referred for consideration by either Scrutiny Committee.

7. Draft Brent Climate Emergency Strategy (2021-2030)

The Lead Member for the Environment, Councillor Krupa Sheth, introduced the report which sought approval to issue the draft of the Brent Climate Emergency Strategy for public consultation. The draft strategy had been developed following an extensive period of research and engagement with local communities and Cabinet heard that five key themes had been identified; consumption, resources and waste; transport; homes and buildings; nature and greenspaces; and supporting communities. In concluding her introduction Councillor Sheth highlighted how the climate emergency worsened existing inequalities for the poorest in society, whilst tackling it would help improve health issues related to air quality, healthy diets and

access to greenspaces, in turn alleviating the strain on National Health budgets and assisting the Council in its overall aim of carbon neutrality by 2030

Cabinet welcomed the report, highlighting the specific nature of the actions identified within the strategy and noting the extensive consultation process that would culminate in a final strategy being presented for adoption and launch in spring 2021. In supporting the strategy Members also highlighted the links between the climate emergency and many other areas of the Council's work, including social justice, the economy, Active Travel and School Streets initiatives and health and wellbeing.

RESOLVED that Cabinet:

- (1) Approve the Draft Brent Climate Emergency Strategy (as detailed in Appendix A of the report) to be issued for public consultation.
- (2) Note that, following comments received during public consultation, a revised final Brent Climate Emergency Strategy would be presented back to Cabinet in spring 2021 for adoption.

8. School Place Planning Strategy 2019-23 Refresh

The Lead Member for Schools, Employment and Skills, Councillor Stephens introduced the report which provided a refresh of the School Place Planning Strategy 2019-2023. Cabinet heard that the focus for primary school provision would be to ensure that current capacity remained steady over the next five year period, and it was anticipated that the recent opening of the North Brent School would ensure sufficient capacity was maintained in relation to secondary school places, with a review of the refreshed forecast demand information to be conducted in spring 2021. However there was a clear identified need for additional Special Educational Needs (SEN) school provision and this was emphasised in the report as a strategic priority.

Cabinet welcomed the consistent approach to refreshing the strategy in order ensure any changes in demand were identified, especially at a more localised cluster level, and could be addressed. It was noted that the lack of SEN provision was a nation-wide concern, reflecting an increase in the percentage of young people with more complex needs and a significant funding deficit identified nationally in terms of the High Needs element of the Dedicated Schools Grant. Councillor McLennan as Lead Member for Resources advised this had been recognised as an issue, with efforts already underway alongside other local authority financial leads to ensure the necessary funding was provided, particularly for those on Education, Health and Care Plans.

RESOLVED that Cabinet:

- (1) Note the refresh of the School Place Planning Strategy 2019-2023 detailed within Appendix 1 of the report.
- (2) Note that the forecasts for primary places would remain fairly steady over the next five years.

- (3) Note that the indicative programme timeline for the proposed secondary school expansion programme, presented to Cabinet on 14 October 2020, had been amended to allow time to review refreshed forecast demand information in spring 2021.
- (4) Note that there remained significant and increasing demand for places that meet the needs of children and young people with SEND aged 0-25 and the planned strategies for addressing this need.
- (5) Note the concerns about the impact of COVID-19 on Early Years provision and the strategies to support the sector.

9. **Commercial Trading Company**

The Lead Member for the Environment, Councillor Krupa Sheth, introduced the report which sought approval to form a general trading company as a vehicle to trade commercially (under the powers introduced by the Localism Act 2011 and Local Government Act 2003) for the provision of funeral services. Cabinet heard that Brent had been innovative in forming an in-house funeral service offering low-cost funerals to residents and managing the cost in delivering the legal duty for public health funerals. Increasing demand for this service had, however, required the Council to consider a new way of operating, whilst ensuring an affordable service could be maintained.

Cabinet supported the proposal, noting that the formation of the company would allow the Council to continue supporting residents in addressing funeral poverty.

Members noted the exempt appendix to the report in relation to the financial implications of the proposal.

RESOLVED that having considered the options identified within the report, Cabinet:

- (1) Agree the making of arrangements by the Director of Legal, HR Audit & Investigations, in consultation with the Lead Member for Environment and the Strategic Director of Regeneration and Environment, for the establishment of a general trading company, including any additional legal or constitutional issues to be reserved to the Council as shareholder and any necessary agreements between the company and the Council.
- (2) Note and agree the recommendations regarding the governance arrangements for the trading company and board members, as detailed within the report.

10. Variation of long stop date in respect of Community Asset Transfer at Tenterden Pavilion & Sports Ground, Preston Road HA3 0QQ

Councillor Butt, Leader of the Council, welcomed Mr Scott Wade to the meeting, who had requested to speak on the matter as a representative of Forest United Youth FC (the club).

Mr Wade thanked Cabinet for the opportunity to speak and drew Members' attention to an accompanying written submission from Forest United Youth FC. He

reminded Cabinet that the Club had approached the Council back in 2013 with a view to collaborating on how the facilities at Tenterden and John Billam sports grounds could be enhanced for the benefit of all users. These discussions along with the Expression of Interest submitted had led to development and subsequent approval of the Community Asset Transfer (CAT) proposal in 2016. Whilst the transfer agreed had been to Wembley Education Charitable Trust (WECT) he advised that the Club had continued to work in collaboration with WECT, recognising their shared expertise in community relations and Concerns were however highlighted in relation to the delay in management. progressing what were felt to be critical aspects of the proposal. These key items related to the provision of commensurate car parking capacity and certainty and security of access to outdoor playing facilities, with the absence of agreement on these issues making the feasibility of the current proposals uncertain from the Club's perspective. In summing up Mr Wade advised he was therefore seeking clarity on the progress of a resolution to these items.

Councillor Butt thanked Mr Wade for taking the time to address the committee, emphasising the desire of the Cabinet to find a solution that worked for all parties.

The Lead Member for Regeneration, Property and Planning, Councillor Tatler, then introduced the report which she advised was seeking approval to vary the longstop date on the Community Asset Transfer of Tenterden Pavilion and Sports Ground to three years from the date of planning approval, which had been granted in October 2020. Members were advised that the Council were continuing to work with the football club and WECT to find a solution to the issues raised, and the variation of the longstop date was required to enable negotiations to continue.

In terms of the progress made to date, Cabinet noted that planning approval had now been obtained for the scheme with a commitment to addressing the outstanding issues in relation to the lease arrangements, car parking and use of the outdoor facilities. Capital funding has been set aside by the Council to progress the drainage improvement works at the Tenterden Sports Ground in accordance with the planning permission.

Noting the request for a three year extension of the longstop, bringing the completion date to 2024, and highlighting the length of time that the negotiations had already been ongoing, Members were keen to ensure the Council continued working constructively to reach a solution on the issues raised. It was noted that the granting of planning permission had removed many obstacles to progression with the aim being to achieve final completion prior to 2024.

RESOLVED that Cabinet:

(1) Delegate authority to the Strategic Director of Regeneration and Environment to agree the terms and vary the longstop date to 3 years from the Wembley Education Charitable Trust (WECT) obtaining planning approval. The condition being that the WECT would be required to obtain planning approval by September 2021, commence works, and secure funding shortly thereafter, therefore the longstop date for completion of the development would be September 2024. (2) Note that the WECT had met the 27 June 2016 community use caveat, with provisional terms agreed with Forest United Youth FC, allowing them to occupy an area within the new sports facility and to provide wider community access to the new sports facility when not operationally required by the WECT.

11. South Kilburn Regeneration Programme – making of compulsory purchase order

The Lead Member for Regeneration, Property and Planning, Councillor Tatler, introduced the report seeking approval for the authorisation of Compulsory Purchase Order (CPO) powers for use in the South Kilburn Regeneration Programme. Cabinet noted that CPO's would only be used as a last resort when it had not been possible for the Council to reach a negotiated settlement, which was the preferred option, for the purchase of outstanding leasehold interests and would follow extensive engagement and the offer of a full package of compensation, as detailed in the Tenant and Leaseholder Policy set out in Appendix 3 of the report. It was noted that the last leaseholder purchase had recently been agreed for Hereford and Exeter estates via mutual agreement, with only one commercial interest remaining outstanding.

In expressing their support for the proposal, Cabinet highlighted that residents had expressed their desire for the scheme to progress as quickly as possible and noted the significant progress made with the overall regeneration scheme since the outcome of the residents' ballot in autumn 2019. Whilst noting that approval of the recommendations would highlight the ongoing commitment to delivery of the Scheme, providing for use of CPOs if absolutely necessary, Members further welcomed the clarity provided in the report that CPO's were intended to be used as a last resort, with the Council having a very good record in acquiring leasehold interests by negotiated agreement for the Scheme without the use of a CPO.

RESOLVED that Cabinet:

- (1) Authorise the use of CPO powers for the Scheme and delegate authority to the Strategic Director of Regeneration and Environment, in consultation with the Lead Member for Regeneration, Property and Planning to proceed with the making and implementation of a CPO for each phase of the Scheme as necessary. The proposed order lands were indicatively shown in the plan attached as Appendix 1 to the report.
- (2) Delegate authority to the Strategic Director of Regeneration & Environment, in consultation with the Lead Member for Regeneration, Property and Planning to agree the terms and enter into contract for the leasehold interest at Blue Box Storage, Exeter Court, Granville Road, London NW6 5AJ. Members noted the estimated compensation settlement had been detailed in Appendix 2 of the report (containing exempt information).
- (3) Authorise the purchase of leasehold interests required for the Scheme by private treaty and delegate authority to the Strategic Director of Regeneration & Environment, in consultation with the Lead Member for Regeneration, Property and Planning to agree the terms and enter into contracts.

- (4) Note that the Council would remain sensitive to the needs of leaseholders affected by the impact of the Coronavirus pandemic and would engage in early dialogue and provide support for relocation to mitigate the impact.
- (5) Authorise officers to take all necessary steps to commence the process for the making, confirmation and implementation of a CPO for each phase, including securing the appointment of suitable external advisors and preparing all necessary CPO documentation under delegated authority as set out in (2) above. Cabinet noted the key steps to make a CPO had been set out in paragraph 3.13 of the report. Cabinet also noted that Appendix 3 of the report set out the policy in relation to displaced tenants and leaseholders in regeneration schemes, which aimed to maximise choice and secure a better match with individual circumstances, such as shared ownership and shared equity options and reversion to tenancy for vulnerable leaseholders.
 - (6) Agree the detail of the following two additional measures to aid leaseholder acquisitions. Both measures would allow officers to further assist resident leaseholders who met the criteria:
 - (a) Shared Equity/Ownership: The Council would seek to acquire a number of properties from the local market and offer these as shared equity or shared ownership homes to eligible resident leaseholders. The way the shared equity product would work would be as follows. The Council would purchase a property from the local market that met the needs of the resident leaseholder. At the same time, the Council would purchase the resident leaseholder's property in a back-to-back transaction. The resident leaseholder would use funds made available from the buyback to purchase a percentage of the equity in the replacement property. Any value gap (typically 25% to 50%), would be met by the Council, and the Council's stake in the property was entered as a charge against the property. The resident leaseholder would not pay a rent on the equity they did not own and would be able to purchase the share they did not own in accordance with the shared equity agreement (known as staircasing) as detailed in paragraph 3.18 of the report. Any shared ownership scheme, if available, would be a part buy part rent scheme.

Cabinet agreed to delegate approval for each shared equity/ownership contract on a case-by-case basis to the Strategic Director for Regeneration and Environment in consultation with the Director of Finance.

(b) Council tenancy: In exceptional circumstances, where assessment by a financial advisor indicates reduced financial security and supported by the criteria detailed in section 3.19 of the report, the Council could offer the leaseholder a council tenancy as part of the acquisition of their existing leasehold property at a reduced market value.

Cabinet agreed to delegate approval for each case to the Strategic Director for Regeneration and Environment in consultation with the Strategic Director of Community and Wellbeing.

12. Northwick Park, One Public Estate – Update, Infrastructure Collaboration Agreement and Spine Road Construction

The Lead Member for Regeneration, Property and Planning, Councillor Tatler, introduced the report updating Members on the progress of the Northwick Park, One Public Estate initiative, and seeking approval for both the execution of an infrastructure collaboration agreement, and the tendering and procurement for construction of a new spine road. Cabinet noted that the initiative was progressing well, and the proposals outlined in the report would provide the infrastructure required to allow work to continue. A Housing Infrastructure Fund Grant had been secured to fund the works.

Cabinet supported the proposals, highlighting the benefit of the scheme to not only the Council and residents within the borough but also London Northwest NHS Health Authority, University of Westminster and Network Homes as the other main partners. The assurance that local wildlife would be protected was also commended.

In considering the report, Members noted the exempt information contained in Appendices 1, 2, 3 and 5 of the report.

RESOLVED that Cabinet:

- (1) Approve entering into an infrastructure collaboration agreement with London Northwest NHS Health Authority, The University of Westminster and Network Homes Ltd. on the basis of the Heads of Terms set out in Appendix 3 of the report, which Members noted contained exempt information.
- (2) Delegate authority to the Strategic Director of Regeneration & Environment in consultation with the Lead Member for Environment, the Lead Member for Planning, Property and Regeneration and the Director of Finance to finalise all terms consistent with the Heads of Terms set out within Appendix 3 of the report and enter into the infrastructure collaboration agreement.
- (3) Approve the procurement of the construction works (and all other associated works and services) required for the completion of the new spine / access road.
- (4) Delegate to the Strategic Director for Regeneration and Environment in consultation with the Lead Member for Environment authority to agree relevant pre-tender considerations for the procurement of a suitable contractor for the works referred to in (3) above and thereafter evaluate tenders on the basis of such pre-tender considerations.
- (5) Delegate to the Strategic Director for Regeneration & Environment, in consultation with the Lead Member for Environment authority to select contractor(s) and enter into a contract with the contractor for the works referred to in (3) above.
- (6) Delegate to the Strategic Director of Regeneration and Environment to agree terms and enter into agreements pursuant to section 38 for the adoption of the new spine/access road and section 278 of the Highways Act 1980 in respect of works to the existing highway.

13. Exclusion of Press and Public

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

14. Any other urgent business

None.

The meeting ended at 10.43 am COUNCILLOR MUHAMMED BUTT Chair



Cabinet

7th December 2020

Report from Assistant Chief Executive

Executive response to the Violence Against Women and Girls Report of the Resources & Public Realm Scrutiny Committee September 2020

Wards Affected:	All
Key or Non-Key Decision:	Non Key Decision
Open or Part/Fully Exempt:	Open
No. of Appendices:	Two Appendix 1 – Executive Response to the Violence Against Women and Girls Report of the Resources & Public Realm Scrutiny Committee September 2020 with additional response information. Appendix 2 - Violence Against Women and Girls Scrutiny Report
Background Papers:	None
Contact Officer(s):	Colin Wilderspin – Head of Community Protection Colin.wilderspin@brent.gov.uk Tel: 02089375367

1.0 Purpose of the Report

- 1.1 The purpose of this report is to present the Cabinet's Executive Response to the Violence Against Women and Girls scrutiny report and recommendations of the Resources & Public Realm Scrutiny Committee for agreement. The scrutiny report was agreed at the meeting of the scrutiny committee on 1st October 2020. The Cabinet's Executive Response is at Appendix 1 to ths report.
- 1.2 This report also wishes to provide members with reassurance and an additional overview of key points raised in the scrutiny report, these are summarised in appendix 1(item 3).

2.0 Recommendation(s)

That the Executive Response to the Violence Against Women and Girls report of the Resources & Public Realm Scrutiny Committee 1st October 2020 at Appendix 1 be agreed.

3.0 Detail

- 3.1 In accordance with Part 4 of the Brent Council Constitution (Standing Orders of Committees) Brent Council scrutiny committees may make recommendations to the Full Council or the Cabinet with respect to any functions which are the responsibility of the executive or of any functions which are not the responsibility of the executive, or on matters which affect the borough or its inhabitants. The Community and Wellbeing Scrutiny Committee may also make recommendations to the relevant NHS bodies or relevant health service providers or Full Council.
- 3.2 The Cabinet is being asked to consider its Executive response to the Violence Against Women and Girls Report of the Resources & Public Realm Scrutiny Committee recommendations and either agree, reject or agree as amended, the scrutiny recommendations made, as set out in the draft Executive Response attached at Appendix 1 to this report.
- 3.3 Scrutiny committees may not make executive decisions and scrutiny recommendations therefore require consideration and decision by the appropriate decision maker; usually the Cabinet, but also to full Council for policy and budgetary decisions and the NHS where it is the decision maker, in accoracne witht the terms of reference for scrutiny committees set out in the Council Constitution.
- 3.4 The Executive Response to the Violence Against Women and Girls, Scrutiny recommendation is attached as Appendix 1. It provides a key overview of current progress and identified actions required, in relation to each of the 10 recommendations of the scrutiny committee.
- 3.5 Additional updates are also listed in appendix 1 (item 3), although outside of the 10 recommendations made by scrutiny, the council would like to ensure that members feel reassured that we retain an overview on the items listed as part of our core delivery (no additional actions are required).

4.0 Response to an inquiry into Violence Against Women and Girls in Brent.

- 4.1 Brent Council is committed to the reduction of Violence Against Women and Girls (VAWG) through working in partnership to enable a coordinated community response to these issues. There is a recognised strategic priority in the Safer Brent Community Safety Strategy (2018-2021) to address all forms of domestic and sexual violence with a focus on forms of violence that disproportionately affect women and girls.
- 4.2 The Council recognises the comprehensive and inclusive approach of the Scrutiny Committee during the height of an international pandemic. The scrutiny report has provided an additional opportunity to further highlight awareness of Domestic Abuse and we welcome the recommendations for how the response to VAWG can be improved, to make Brent safer for women and girls.
- 4.3 Within this cover report we would like to draw your attention, to the good practice already being undertaken in Brent, to combat issues of Violence Against Women and Girls.

- Brent has been recognised and commended by the Mayor's Office for Police and Crime (MOPAC) for having a best practice response to VAWG.
- MOPAC requested Brent's consultation while conducting a complete review
 of stakeholder engagement with victims/survivors of violence against
 women and girls (VAWG) across London. This review is still ongoing but
 aims to identify examples of best practice that can be replicated across
 London to ensure that victims have a consistent response from statutory
 services to support their recovery and reduce risk.
- 4.4 Brent was also commended by the Domestic Abuse Housing Alliance (DAHA) who have an established set of standards and accreditation process, which can be awarded to successful housing providers/ services who have a strong response to domestic abuse. They specifically highlighted good practice around publicity and awareness raising activities to reach victims and survivors during the Covid-19 pandemic. DAHA have expressed interest in using Brent's campaign as a best practice example of engaging with "hard to reach" communities.
- 4.5 The Executive response further highlights the existing practice and areas we aim to strengthen delivery to enhance service provision. Part of the response to VAWG in Brent is through the following leading charities, commissioned by the council to deliver front line services in the borough:
 - Advance Charity IDVA, Family Support, MARAC and Chrysalis
 - Rise Mutual Perpetrator Intervention
 - The Nia Project Exiting Prostitution
 - Young Brent Foundation Supporting Young Women and Girls
- 4.6 The council works closely with the voluntary and community sector and pan London, to ensure we have a coordinated response and are meeting the needs of our community drawing on the skills and expertise of specialist advisers and leaders.

5.0 Financial Implications

- 5.1 The current Domestic Abuse support (IDVA, MARAC) activity is delivered by ADVANCE at an annual cost of £267,000 until August 2021. This is currently being funded through Public Health £160,000 and Children and Young People services £107,000. Future funding is under review.
- The current annual cost of delivery of perpetrator intervention services by RISE Mutual is £97,552, who are contracted until March 2021and funded through the London Crime Prevention Fund, Mayor Office of Police And Crime. This is a grant-funded program and there is no confirmation yet as to funding beyond this period. There are no additional financial implications for the council.
- 5.3 ADVANCE provide the One Stop Shop Chrysalis, at an annual cost of £37,500. This is funded from the Community Protection core budget to deliver support until August 2021.

- 5.4 Recommendation 2: Would be incorporated into the role of the Engagement Officer. This post is grant funded through the Violence Reduction Unit, Mayor's Office of Police And Crime.
- 5.5 Recommendation 3: refers to an additional resource required to deliver an enhanced training offer. The current training offer is specified within the existing contract. If additional training beyond this is required then a further budgetary pressure will exist. An increase in funding through external grants would need to be sought.
- 5.6 COVID -19 recovery funding of £163,000 has been allocated to support the increase in demand on the existing service for 2020/21.
- 5.7 The Impact Assessment published alongside the Domestic Abuse Bill indicates the current estimated cost of the measures in the Bill applying to England and Wales between £137 to £155 million per year once fully implemented. The cost of domestic abuse is estimated to be approximately £66bn for victims of domestic abuse in England and Wales for the year ending March 2017.

6.0 Legal Implications

- 6.1 Section 9F, Part 2 of the Local Government Act 2000, *overview and scrutiny committees: functions*, requires that Executive Arrangements by a local authority must ensure that its overview and scrutiny committees have the power to make reports or recommendations to the authority or the executive with respect to the discharge of any functions which are or are not the responsibility of the executive, or on matters which affect the authority's area or the inhabitants of that area.
- 6.2 Section 9Fe, duty of authority or executive to respond to overview and scrutiny committee, requires that the authority or executive;-
 - (a) consider the report or recommendations.
 - (b) respond to the overview and scrutiny committee indicating what (if any) action the authority, or the executive, proposes to take,
 - (c) if the overview and scrutiny committee has published the report or recommendations, publish the response, within two months beginning with the date on which the authority or executive received the report or recommendations.
- The proposals complies with a number of the Council's key safeguarding duties. The Care Act 2014 sets out the council's duties to safeguard adults who are experiencing or at risk of abuse or neglect. The Children Act 1989 provides the legislative framework relating to the council's duty to protect children from abuse and neglect and to promote the welfare of all children and young people in their area. Some of the council's responsibilities for the care and protection of children and young people are listed under, sections 17, 20, 31 and 47 of the 1989 Act. Section 11 of the Children Act 2004 places duties on a council to ensure its functions are discharged having regard to the need to safeguard and promote the welfare of children. Section 10 of 2004 Act and Section 27 of the 1989 Act refers to the requirement for local authorities to cooperate with other agencies to promote the well-being of children.

- The prevention of abuse and the protection of victims lies at the heart of the ¹pending Domestic Abuse bill and the government wider programs of work. From the Queen's Speech it is anticipated that the Bill will include a duty on local authorities in England to provide support to victims of domestic abuse and their children in refuges and other forms of safe accommodation. The Domestic Abuse Commissioner will monitor the responses of local authorities, the justice system and other statutory agencies to domestic abuse and hold them to account for tackling it. The Bill is expected to create a new statutory definition of domestic abuse, expanding the current definition to include emotional, coercive or controlling, and economic abuse. Once the Domestic Abuse Bill, which is due to come in force in April 2021, has been enacted, there may be additional requirements placed upon local authorities, which may affect the recommendations made in this report.
- 6.5 Sections 42 to 46 of the Care Act 2014 and covers abuse and neglect of adults. The provisions of the Care Act are intended to promote and secure wellbeing. Under the definition of wellbeing, it is made clear that protection from abuse and neglect is a fundamental part of that. s.42 Care Act 2014 imposes specific safeguarding duties on local authorities in England. The Act imposes a duty to promote well-being and the duty of enquiry. Where a local authority has reasonable cause to suspect an adult is experiencing, or is at risk of, abuse or neglect, and as a result of those needs is unable to protect themselves against abuse or neglect or the risk of it, the local authority must make enquiries. Abuse is not defined in in the Care Act 2014.
- 6.6 The statutory guidance accompanying Care Act 2014 provides abuse encompasses physical abuse, domestic violence, sexual abuse, psychological abuse, modern slavery, discriminatory abuse, organisational abuse and neglect. S.42(3) Care Act 2014 makes clear that the term abuse includes financial abuse.
- 6.7 Crucially the Domestic Violence is expected to create a new statutory definition of domestic abuse, expanding the current definition to include emotional, coercive or controlling, and economic abuse.
- 6.8 The Bill now contains an important legal duty on local authorities to deliver support to survivors of domestic abuse in accommodation based services. The anticipated implications for local authorities include sustainable funding streams to support the ongoing provision of specialist support services and accommodation to meet these statutory requirements.
- 6.9 Further challenges which face local authorities is the support of migrant women with 'No Recourse to Public Funds' (NRPF). These women face barriers to accessing support services, including refuges. The housing costs of refuge services are largely met through housing benefit, but women with NPRF due to their immigration status are unable to access welfare benefits. The Bill contains no provision for support for women who are NRPF, which, as a result of the new statutory duties the Bill imposes, places potential financial pressures on local authorities.

¹ Cited 15.10.20 https://www.gov.uk/government/collections/domestic-abuse-bill

6.10 The report highlights the lack of accommodation for women who have older male teenagers. The recommendations address the future provision of refuge accommodation however, do not take into account this particular issue, highlighted in the report. The resommendations should stipulate whether this issue can be addressed within future provision or not and if not, set out the reasons why. Tackling the issue of the lack of services for women with teenage male children would allow this group to access appropriate refuge provision.

7.0 Equality Implications

- 7.1 The public sector duty is set out at Section 149 of the Equality Act 2010. It requires the Council, when exercising its functions, to have due regard to the need to eliminate discrimination, harassment and victimisation and other conduct under the Act, and to advance equality of opportunity and foster good relations between those who share a protected characteristic and those who do not share that protected characteristic. There are no negative equality implications resulting from the proposals in this report.
- 7.2 A protected characteristic is defined in the Act as; Age, Disability, Gender reassignment, Pregnancy and maternity, Race (including ethnic or national origins, colour or nationality), Religion or belief, Sex and Sexual orientation. Marriage and civil partnership are also a protected characteristic for the purposes of the duty to eliminate discrimination. The previous public sector equalities duties only covered race, disability and gender.

7.3 Comment:

The provision of services must have consideration of people who identify with LGBT+ groups. Within these groups violence is perpetrated by women against women, consideration of this would ensure women in this situation are included and that the policy is more inclusive of issues specific to LGBT+ groups bearing in mind the Equality Act 2010

- 7.4 Brent Council is required to make anticipatory reasonable adjustments to ensure that disabled service users have equitable access to all services. Over the past 12 months, we have been working to make our web services compliant with the Web Content Accessibility Guidelines version 2.1 AA standards.
- 7.5 Brent Council have commissioned, Domestic Abuse provider ADVANCE, Perpetrator services RISE Mutual and other services commissioned by the council we undertake regular monitoring and collation of data relating to equality as part of the contract including gender, disability, sexuality, ethnicity, and age (with particular interest in young victims and perpetrators). The advocacy service are monitored on their ability to deliver effective services to specialist BME victims, and to link in with other local specialist partners to facilitate this. An Equalities Impact Assessment form has been completed prior to the point of procuring services.

8.0 Consultation with Ward Members and Stakeholders

- 8.1 The VAWG delivery board is due to be consulted in adopting the listed actions to the current Domestic Abuse action plan and maintain oversight and review of its progress. Membership includes internal and external partners.
- 8.2 Lead members for Community Protection and Housing have been briefed on the report and the council response including amendments.

9.0 Human Resources/Property Implications

- 9.1 Recommendation 2: Would be incorporated in to the role of the Engagement Officer who would support a year round communications strategy, liaising with those with lived experience to get feedback to support service improvements.
- 9.2 If Commissioned services are unsuccessful or additional funding cannot be identified then a process to exit delivery will be undertaken.
- 9.3 The first property has been procured from MHCLG funding in January 2020, a six-bedded home, with two kitchens, three bathrooms (including large ensuite), large garden and communal lounge. The second property was procured in August 2020 a five-bedded property, with 1 kitchen, 2 bathrooms, no communal lounge and large garden.
- 9.4 The Housing Supply and Partnership service has started to explore potential locations and costings for the development of a refuge, owned by the Council.

Related Document: https://www.gov.uk/government/collections/domestic-abuse-bill

Report sign off:

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Executive Response to the Resources & Public Realm Scrutiny Committee Report on Violence Against Women and Girls (VAWG)

9th December 2020

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1. Introduction

- 1.1. On 1st October 2020, the Resources and Public Realm Scrutiny Committee made a report and recommendations to the Cabinet on Violence Against Women. Section 9Fe of the Local Government Act 2000 provides a duty of the executive to respond to overview and scrutiny committee, requires that the executive respond to the overview and scrutiny committee indicating what (if any) action the authority, or the executive, proposes to take,
- 1.2. The Cabinet's Executive Response and decisions against those recommendations are provided here below, under the thematic headers of the scrutiny report, with the Cabinet's decisions and actions summarised at section 10; - Executive Decisions and Actions.
- 1.3. In addition to the ten main scrutiny recommendations, the Cabinet would like to offer a response to the additional issues and proposals within the report, to provide reassurance to members that these items are part of our core service delivery and remain on our agenda.

2. Executive Decisions and Action

The Council's commitment to an overarching narrative of gender equality

2.1 Recommendation: 1

That the approach taken by the Council and its officers should align with our contextual safeguarding work and encourage the whole community to play a part – initiatives to raise awareness should not only to be directed at perpetrators or victims.

Executive Response:

The council and its officers believe in a contextual safeguarding approach, which recognises that vulnerable people are at risk from influences outside the home, this approach requires professionals to look beyond the family to the wider community, associations, neighbourhoods, schools, colleges, workspaces and public spaces when safeguarding against VAWG. These spaces play a significant role in forming the culture, attitudes and behaviours that normalise and reinforce violence against women and girls. The attitudes that tolerate gender-based violence must be challenged at every level, in every setting in order to see a reduction in these crimes.

Education and awareness raising on domestic abuse, healthy relationships and gender inequality must be embedded across the community so it is a consistent message. Only with this kind of societal shift will we see communities playing a larger part in challenging perpetrators, supporting victims and protecting young people from becoming the next generations of victims and perpetrators of VAWG.

The corporate domestic abuse champion's programme was established to make a significant step towards this culture shift within the council. Alongside the 1-1 support offered, part of the champion role is to advocate and raise awareness about domestic abuse within their teams and across the council.

Training and awareness raising opportunities offered across the community to those in positions which enable them to disseminate learning within their neighbourhoods, e.g. business owners, community leaders, faith leaders, pub landlords, clubs and residents associations. This would equip individuals to become informal domestic abuse advocates within their community and help facilitate the much needed culture shift.

Decision: Agreed

Actions:

N.o	Action	Agency	By When
1.1	Training and awareness raising could also be offered across the community to those in positions, which enable them to disseminate learning within their neighbourhoods, social and family networks, and work places.	VAWG Network / Community Safety	October 2021
1.2	Further training to staff across the organisation and elected members on the dynamics and root causes of domestic abuse and VAWG, this will equip people with the knowledge to advocate both within the council and local communities	Community Safety	July 2021
1.3	To continue developing a corporate domestic abuse champions program	Community Safety	April 2021
1.4	Identify key wider community champions	Strategy and Partnership	April 2021
1.5	Develop a Training plan to include a universal train the trainer program (See recommendation 3)	Community Safety	April 2021
1.6	Training log / register maintained	Community Safety	October 2021

2.2 Recommendation: 2

That a comprehensive engagement and communications strategy be devised and materials developed to use with a diverse range of different community stakeholders, developed by considering feedback from those with lived experience of domestic abuse and violence against women. The Safer Brent Partnership to share this with elected members.

Executive Response:

The Community Safety Team work alongside the Communications team at Brent Council to deliver a communication and promotion campaign across the year at key periods to highlight Domestic Abuse and VAWG. Included in this are key events for International Women's Day, White Ribbon Day and the 16 Days of Activism to eliminate violence against women and girls. There has also been a range of publicity and campaigns at other times in the year including a very extensive campaign during the height of the Covid-19 pandemic "lockdown is no excuse for domestic abuse" which was rolled out to over 100 pharmacies and local retailers across Brent.

With additional resources and support from the VAWG network, we can further enhance the engagement and communications approach beyond the activities already being undertaken. The ultimate aim is to make the council and its services more accessible for victims / survivors and perpetrators especially those from "harder to reach communities".

Decision: Agreed

Actions:

N.o	Action	Agency	By When
2.1	Consultation with victim survivors in	Community	April 2021
	designing materials to raise awareness	Safety / DA	
		Provider	
2.2	Develop a bespoke communication	Community	April 2021
	strategy for VAWG aligned with the	Safety	
	Safer Brent Strategy		
2.3	Include Key actions within current DA	Community	December
	action plan	Safety	2021
2.4	Develop links with Community	Strategy and	April 2021
	Stakeholders	Partnership	
2.5	Source additional funding to enhance	Community	July 2021
	communication materials	Safety / VAWG	-
		Network	

Embedding Knowledge and Training

2.3 Recommendation: 3

That a training and development plan is put in place to improve staff knowledge and skills across staff teams and departments. That an audit be carried out what training specialist staff have had and how up to date their knowledge of best practice is, identifying any critical gaps in training and rectify and training insufficiencies within six to nine months.

Executive Response:

Within the current contract, ADVANCE are commissioned to deliver 24 multi-agency training sessions per year on Domestic Abuse and MARAC. These sessions are either offered to all Brent staff via the safeguarding partnership website or delivered directly to specific services, e.g. Housing, Metropolitan Police, and GPs.

The domestic abuse and MARAC sessions are advertised via 'The Brent Safeguarding Partnership learning network', which provides free multi-agency safeguarding training to professionals and volunteers who work with vulnerable adults/ adults at risk and children. Through this multi-agency platform we currently offer x4 sessions a year for up to 100 delegates in total (this number may change due to transition to virtual sessions)

Each delegate is encouraged to compete pre course questionnaire to establish their knowledge and understanding on the subject followed by a post evaluation to ascertain an increase in knowledge and key learning points they have taken away that will be cascaded throughout teams.

The learning management system is an intelligent learning data system that stores all attendance records and can breakdown evaluation forms. This data is provided at Forum meetings and available in annual reports.

In the response to Recommendation 1, we suggest training being offered to community members as part of the contextual safeguarding approach. In the current contract, there is limited capacity to offer more sessions than what is already being delivered. However, Brent Council will be re-commissioning this service in the coming year, with the new service commencing in September 2021 and a larger training offer could be included in the new service specification, if additional funding to supporting an increase in delivery can be identified.

Alongside general training on domestic abuse, further training on specialist areas of VAWG for staff throughout the council could be developed with partners or sourced. Included in this could be training around supporting Eastern European Communities (a recommendation from the DHR into the death of Elena), Harmful Practices (FGM, Faith Based Abuse, and Forced Marriage), and Domestic Abuse within LGBT communities and child/adolescent to parent violence. The recommendation would be dependent on sourcing additional funding for an additional training budget, or if third sector specialist partners, with selected staff having access to additional training sessions free, can attend and disseminate learning.

An annual performance and quality audit is undertaken by the commissioner as well as quarterly monitoring meetings. In addition, the commissioned services are contractually responsible for ensuring appropriate training for all their staff as stated within the contract:

'The Provider will be responsible for ensuring all of its staff employed in the Brent Services are appropriately trained, multi-skilled and experienced in domestic abuse interventions. Staff employed as IDVAs will have either completed the SafeLives IDVA training or be committed to do so.'

Regarding staff within different council departments, it is the responsibility of the individual departments to identify key training and development for the role and post holder, to ensure their customer facing staff are appropriately trained. Therefore, we would recommend a slight amendment to this action, as there is no statutory or legal requirement to mandate.

Decision: Amended as;

That a training and development plan is put in place to improve staff knowledge and skills across staff teams and departments. That an audit be carried out to identify when and what training specialist staff have had and offering a range of courses and learning opportunities to rectify any training insufficiencies within six to nine months.

Actions:

N.o	Action	Agency	By When
3.1	Collate feedback from Departments to confirm frontline staff training	Learning and Development	January 2021
3.2	Signpost staff and departments to available training sessions or key learning to rectify any insufficiency	Learning and Development	April 2021
3.3	Further training on specialist areas of VAWG for staff throughout the council could be developed with partners. Included in this could be training around supporting Eastern European Communities	Learning and development / Community Safety	July 2021
3.4	Develop an annual training and development plan	Community Safety / Commissioner	August 2021

2.4 Recommendation: 4

That a plan be developed for how the Council supports the training needs of its partners in the community and voluntary sector.

Executive Response:

The council currently promote and advertise all VAWG and domestic abuse related training online through the independent safeguarding partnership. Our Voluntary sector partners can access all training and all attendees complete a course evaluation form upon completion.

In addition, the council has designed and produce a monthly information and learning newsletter, which is circulated to all key partners to disseminate and utilise. This offers partners the opportunity to obtain key relevant updates to support professional learning

Decision: Agreed

Actions:

N.o	Action	Agency	By When
4.1	Maintain the monthly DA / VAWG	Community	Ongoing
	newsletter review after 12 months	Safety	
4.2	Seek feedback from partners on their	Community	June 2021
	use and views of the newsletter	Safety	
4.3	Include training needs of partners and	Community	August 2021
	community within the annual training	Safety /	
	and development plan (Action 3.4)	Commissioner	
4.4	To continue advertising sessions via	Learning &	Ongoing
	Brent safeguarding partnerships and	Development	
	other platforms.		

Housing

2.5 Recommendation: 5

That the Council gain Domestic Abuse Housing Alliance (DAHA) accreditation and embed best practice.

Executive Response:

Housing as a whole service is committed to achieving the Domestic Abuse Housing Alliance (DAHA) accreditation and embed best practice. This assessment is split into two parts, Housing Needs and Brent Housing Management. On 6th October 2020, Brent Housing Needs completed the assessment and successfully met all criteria required for the accreditation. Within the feedback, DAHA stated, "We feel assured that survivors approaching Brent Council will always get the support they need and the DA team are fantastic advocates for so many women." This is a reflection of the high standard of service delivered by the dedicated Domestic Abuse team in Housing Needs and shows the difference they make to women and girls who reach out to the Council for help. Brent Housing Management are scheduled to be assessed in January 2021, and the service is confident will also demonstrate the services adoption of DAHA standards. Once awarded, Brent Council will be the first Local Authority to achieve the DAHA accreditation for both Housing Needs and Housing Management.

Decision: Agreed

Actions:

N.o	Action	Agency	By When
5.1	Continue to review the recommendations from DAHA and embed within BHM	ВНМ	December 2020
	Ollipod William Dillin		

5.2	Continue to roll out training on domestic	BHM	December
	abuse to all areas of BHM		2020
5.3	Develop a briefing for external	BHM	December
	contractors on how to report concerns		2020
5.4	Complete the assessment from DAHA	BHM	January
			2021

2.6 Recommendation: 6

That a strategic alliance with at least one other borough be sought, either outside of London or through the Pan London scheme, to facilitate housing for those who need to move for their safety.

Executive Response:

The Housing Service will explore this recommendation however; any alliance would be dependent on being able to reciprocate accommodation for the partnering authority. Brent is an active member of the Pan-London scheme and utilises this to facilitate moves for those who cannot safely remain in the borough.

Decision: Agreed

Actions:

N.o	Action	Agency	By When
1.1	Review a sample of cases which have used the Pan London scheme to assess effectiveness / identify any opportunities for improvement	Housing Needs	January 2021

2.7 Recommendation: 7

That the Council consider building its own women's refuge that can take older teenaged male children, who may not be accepted in a refuge currently - through our council house-building programme.

Executive Response:

Where possible, the service avoids using B&B for Domestic clients, and are currently leasing properties for women fleeing Domestic Abuse.

One was procured in January 2020 and is a six-bedded home, with two kitchens, three bathrooms (including large ensuite), large garden and communal lounge with space to conduct one-to-one sessions. The unit is of a very high standard compared to a B&B. It is females only from both outside and within the Brent area into this property. Through funding via MHCLG, this home also have a dedicated support worker.

The service is delivered by our existing DA service providers (DePaul and EACH), who deliver 19 units of accommodation across 3 refuge services for women fleeing Domestic Abuse, as well as a service for single complex women.

Another achieve was procured in August 2020. This is a five-bedded property, with 1 kitchen, 2 bathrooms, no communal lounge and large garden. This unit is also of a very high standard. It is females only from both outside and within the Brent area into this property however, only Brent Residents that are high risk are placed at this unit.

There is not a support worker at Booth Road but an alternative of weekly surgeries is being developed.

The Housing Supply and Partnership service has started to explore potential locations and costings for the development of a refuge, owned by the Council.

Decision: Agreed

Actions:

N.o	Action	Agency	By When
1.1	Explore possible locations	Housing Supply and	January 2021
		Partnerships	2021
1.2	Develop a specification for a refuge	Housing Needs Housing Management	January 2021
1.3	Develop feasibility study and gain approval for development	Housing Supply and Partnerships	2021

Processes, Data and Contract Monitoring

2.8 Recommendation: 8

Ensure that our commissioned services collect feedback from victims and survivors to use to improve services; and demographic data on ethnicity, languages spoken –to inform Joint Strategic Needs Assessments, and so that we can more accurately assess needs and prioritise resources.

Executive Response:

The commissioned providers, ADVANCE and RISE collect and report information on the demographics of the service users with regards to all nine protected characteristics as well as the addresses, support plans and needs, risk levels and feedback of the victims/survivors and perpetrators. This information is reported back quarterly and monitored against agreed KPIs to Community Protection, Children, and Young People's Service as well as to partners at the VAWG Delivery Group.

The VAWG delivery board and quarterly monitoring meetings also provide an opportunity for providers raise any issues and challenges with the commissioners and partner agencies. The dataset would be greatly improved if it also contained information held by non-commissioned / voluntary sector services, however the information shared with the council from external partners is limited. Each external agency has their own reporting mechanisms and information is mainly shared within their commissioning structure.

The Community Protection Team also have access to data regarding police reports and will regularly analyse and report back to VAWG partners on the demographics of victims and perpetrators within Brent. This level of analytics is limited, firstly because it only reflects those who have reported to the police and secondly because police reporting is limited; e.g. ethnicities are broken down into six IC Codes that does not allow any detail on specific nationalities and ethnicities.

Decision: Agreed

Actions:

N.o	Action	Agency	By When
8.1	Continued monitoring of performance including key data sets	Commissioned provider	quarterly
8.2	Share relevant data for the JSNA	Community Safety	As required
8.3	To improve data sharing of victim / survivors supported by voluntary community sector	VAWG network	Quarterly
8.4	When recommissioning services, ensure current service demand and relevant data set information is used to project demand	Commissioner	August 2021

Facilities

2.9 Recommendation: 9

That safety audits be carried out to identify risks for premises where women need to access support for Violence Against Women and Girls.

Executive Response:

Currently where all IDVA and Advance Minerva delivery takes place, the practitioner will ensure a risk assessment for safety is completed. The current delivery of our Chrysalis one stop shop also included a comprehensive risk assessment to ensure appropriate safeguards were in place for victim / survivors.

The council does not own external partner agency buildings, therefore is limited to making any significant changes if required. Therefore, we recommend a slight amendment to this action to reflect council owned facilities as this will enable us to have additional control to influence changes to increase safety and minimise risk.

The safety of those who come forward to seek support after disclosing Domestic abuse is a high priority and our services are focused on supporting victim / survivors to feel safe. As highlighted within the scrutiny report page 10, Advance satisfaction rates '98.5% of survivors who feel safer after using the service...'

The report also states 'On average high-risk victims live with domestic abuse for 2.3 years and medium risk victims for 3 years before getting help.' With this knowledge, every location is a potential opportunity where a woman may disclose her abuse, therefore amending this recommendation will give assurance that we have considered places of safety for victims / survivors.

Decision: Amended as

That safety audits be carried out to identify risks for **council** premises where women need to access support for Violence Against Women and Girls.

Actions:

N.o	Action	Agency	By When
9.1	IDVA co located locations in council	Community	October
	premises - ensure risk assessments are	safety	2021
	reviewed		
9.2	Any risks identified are shared	Commissioned	October
	immediately through escalation	provider	2021
9.3			

2.10 Recommendation: 10

That it be ensured that all facilities and services are accessible to disabled women) and that the communications material and websites provide different accessible formats of information for women and girls from all sections of the community and with hearing or visual impairments to contact support services.

Executive Response:

As a service provider, Brent Council is required to make anticipatory reasonable adjustments to ensure that disabled service users have equitable access to all services.

To make our website easier to use, the site uses a tool called 'Browse aloud, a piece of software which includes text to speech functionality, dyslexia software and a

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 $^{^1\,}https://safelives.org.uk/policy-evidence/about-domestic-abuse/how-long-do-people-live-domestic-abuse-and-when-do-they-get$

translation tool with over 100 languages. You can also use it to change colour schemes, font sizes and style. British Sign Language (BSL) users can also contact us using their webcam from home with the Sign Video BSL Live service.

Over the past 12 months, we have been working to make our web services compliant with the **Web Content Accessibility Guidelines version 2.1** AA standards. We know some parts of our website that are not fully accessible, for example some of our older videos don't have captions and most older PDF documents are not fully accessible to screen reader software.

We are in the process of redeveloping our website and upgrading the content management system. We expect this to fix the majority of the known technical issues. The new website is expected to launch in spring 2021. Before it launches, we will conduct another audit to ensure that the website and any new content meets accessibility standards. We also plan to carry out testing on the new website with assistive technology.

In the meantime, we will work to resolve as many of the accessibility issues that are within our control and will release them to the website as soon as possible.

Where we use third-party applications, we cannot always guarantee that these will conform to the same levels of accessibility as the main website because they are partly or wholly out of our control. We monitor the accessibility of these sites and where it is within our control, we will make every reasonable effort to work towards meeting accessibility requirements.

Our commissioned providers are contractually responsible for ensuring the accessibility of their services and facilities. As stated in the contract; 'The Provider will ensure the needs of victims/survivors who consider themselves to have a disability are met and linked into other appropriate agencies for support'.

The current key locations delivering IDVA support to women and girls are; Advance head office, women's centre, civic centre and Wembley Police station are accessible and wheel-chair-friendly venues.

Decision: Agreed

Actions:

N.o	Action	Agency	By When
10.1	Any newly published VAWG documents	Community	October
	uploaded to the Web Content	Safety	2020
	Accessibility Guidelines version 2.1		
10.2	Ensure we seek feedback and advice	Community	October
	from Disability awareness experts in the	Safety	2020
	design of materials and in	-	
	communication		
10.3			

3. Additional responses

The council would like to offer an additional response to the supplementary items proposed within the scrutiny report, although outside of the **core 10 recommendations**, we would like to provide reassurance to members that these items are part of our core service delivery and remain on our agenda.

No further individual actions are required for these items.

The scrutiny report also proposes that the Council should seek to:

The Council's commitment to an overarching narrative of gender equality

 Ensure everyone in the organisation is aware of how to refer individuals or families experiencing domestic abuse of violence against women and girls, to the appropriate services.

Response:

The Brent Website is regularly updated with local and national support agencies last updated in September 2020. The monthly partnership newsletter is circulated along with an updated directory to all key staff.

• Ensure action plans, strategies and policies are informed by those with lived experience of the issues.

Response:

Consultation is ongoing with VAWG Delivery Group and VAWG Forum partners on the development of future strategy and action plans ensuring experts by experience have a voice in its production. All previous actions plans and strategies were consulted with victim survivors.

 Enhance awareness for the public of the measures we are taking and develop a community reporting tool for suspected domestic abuse and or VAWG.

Response:

The community are encouraged to report incidents of domestic abuse directly to the police via 999 in emergencies, 101 for non-emergency or to crime stoppers.

Embedding Knowledge and Training

 Embed knowledge in case staff move on (especially at risk due to public finances since Covid-19) – ensure there is a handbook or manual specifically for welfare teams e.g. Family Front Door, Domestic Abuse Housing Team, Debt Advisors.

Response:

Domestic Abuse Corporate E-Learning is available to all staff and all training and information sources will be included in the annual training and development plan

• Councillors should receive specific member training on how to make a MARAC referral and who our lead agencies are to support women

Response:

Councillors are invited to attend the multi-agency DA and MARAC training provided by ADVANCE. Training dates will be circulated to all members.

Support to Individuals and Families

 We should ensure that those receiving support are asked for the feedback on their experiences of our services, to find out whether the services are person-centred to their needs, if they could access the services at the time they need them and any gaps or barriers they faced.

Response:

ADVANCE and RISE collect service user feedback at the point of case closure for all those who want to engage. Service user interviews will be conducted during the audit of commissioned services, which are carried out by community safety.

 Where individuals have complex needs – a proposal for how we will meet these needs to be developed

Response:

The commissioned provider ADVANCE provides a person centred, tailor made support plan for each victim/survivor. This encompasses additional complex needs the victim/survivor may have.

• The move to one stop shops (Chrysalis programme) for accessing services to support those experiencing domestic abuse or violence should be monitored for take up, especially given the recent lockdown.

Response:

Chrysalis is being monitored through quarterly reports and contract review meetings between Community Safety, Children and young people service and ADVANCE (the provider).

Processes, Data and Contract Monitoring

 Council Officers should ensure provisions are in place in case a charity partner struggles financially due to Covid-19. The patchwork of grant funding that we receive and disburse through commissioning services, means that there could be a worry about the financial soundness of charities delivering services.

Response:

The Covid-19 Domestic Abuse Recovery Board provided £163,000 in additional funding for ADVANCE and RISE to support services with increased demand because of the impact of Covid-19.

Partnership

- Ensuring the our VAWG delivery group and VAWG forum ensure have adequate representation from:
 - Champions or Advocates with lived experience of the issues at stake.
 - Lead commissioned domestic violence service provider for Brent e.g. Advance
 - Brent safeguarding lead/ Family Front Door
 - GP or representative for local midwifery services/ healthcare services
 - Local police tasked with responsibility for response to domestic abuse
 - Local law centre / welfare or debt advice services
 - Criminal court based victim support worker
 - Housing providers/ our Domestic Abuse Housing Team

Response:

All the groups and agencies listed have active representation and participation across the VAWG Delivery Group and VAWG Forum. As noted in the scrutiny report governance structure page 13.

• Produce an organogram of which officers in the council work on domestic abuse and VAWG policies (which is to be maintained up to date) – should also form part of handbook. Should set out referral pathways, e.g. housing referrals.

Response:

Domestic Abuse Recovery Board have been mapping out domestic abuse support within the council and external partners. This map can be shared with stakeholders once completed.

• Ensure that women being released from prison or on probation have adequate support and sign posting, as they may be particularly vulnerable groups. Ensure that where men are on probation/ due for release from prison and there are known histories of domestic abuse or VAWG, that risks are appropriately assessed and followed up.

Response:

The ADVANCE Minerva Wraparound service can provide through the gate support to women being released from prison to ensure their smooth reintegration into the community. The Brent IOM Scheme monitors perpetrators of domestic abuse on probation or due for release from prison. There is also the MAPPA process, which monitors those of serious concern

Both these services require partnership work/referrals from the police, prisons and probation services

• Social prescribers/ navigators attached to GPs surgeries, health and social care coordinators, and mental health practitioners, should have

training on domestic abuse and our services, as well as essential safeguarding training.

Response:

The Violence Reduction Unit have commissioned IRISi to deliver a blended programme of support to GP surgeries in Brent for 12 months. During this project, Brent will have access to 2 Advocate Educators and 2 Clinical Leads to bridge the gap between health and domestic abuse provision

• Work with those businesses who are developing initiatives to support women facing financial abuse, e.g. banks who have introduced policies or teams to support, or the Hestia scheme in collaboration with Royal Mail. Hestia have launched a new advice line for businesses supporting employees experiencing or at risk of domestic abuse called 'the everyone's Business Advice Line'. 'It will be a point of contact for businesses, supporting them on how to approach disclosures of domestic abuse by their employees, particularly in light of Covid-19. They will also receive advice so that they can signpost staff to specialist domestic abuse services.' We should ensure that these schemes where offered are being advertised locally and details shared with teams and debt advice services.

Response:

'The Everyone's Business Advice Line' was shared with partners via the October VAWG Newsletter and will be promoted through local networks.

Communications and Engagement

• Make use of all available channels to maximise reach for our campaigns, including digital, text, app-based, web-based, using advocates and community organisations. The lockdown may have led to closure of some channels for communication and support e.g. libraries/ hubs- and so we need to ensure our online activity has as wide a reach as possible, whilst recognising that some women and girls we need to reach may experience digital poverty and not have computer access: Consider use of local radio; posters and leaflets at food banks or local shops; publicising at pharmacies, general practitioners, hospitals, sexual health clinics and sexual assault referral centres; public notice boards –available at parks, outside council buildings etc., housing, homelessness, welfare and public health services.

Response:

As we all adapt to the shifting government requirements during this pandemic, we are too are ensuring that there is flexibility to our methods of communications to increase our reach. The communication strategy – see 2.2 will reflect this and the current Covid-19 Domestic Abuse recovery group are closely monitoring and supporting organisations.

Implementation by: December 2021

Cabinet Member: Councillor Promise Knight – Lead Member for Community

Protection

Lead Department: Regeneration and Environment

Lead Officer: Alan Lunt (Director of Regeneration and Environment).



Violence Against Women and Girls

A Report of the Resources & Public Realm Scrutiny Committee
September 2020

Members of the Task Group

Cllr Fleur Donnelly-Jackson (Chair) Cllr Sandra Kabir Cllr Sonia Shah Cllr Anita Thakkar

The task group was set up by members of Brent Council's Resources and Public Realm Scrutiny Committee on 29 January 2020.

Committee Contacts:

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Chair's Foreword

Domestic abuse and violence against women are fundamental breaches of women and girl's rights to have the integrity of their bodies respected, and their right to feel safe within their homes, daily lives, and relationships. The physical injuries and mental health issues arising from violence against women and girls damage lives, cost our NHS, and can lead women to become isolated from socio-economic opportunities.

Almost one in three women aged 16-59 will experience domestic abuse in her lifetime¹

Two women a week are killed by a current or former partner in England and Wales alone²

In the year ending March 2019, 1.6 million women experienced domestic abuse³

With this in mind, we need to make sure that tackling violence against women and girls is everybody's business. This means that our whole community needs to be alert to and feel confident to report violence against women and girls. It should not only be left to those in a desperate situation to make known their predicament, sometimes too late. We need to focus on prevention and early intervention as much as prosecution. This means looking not only at the services we provide for women and girls (including trans women within this definition⁴), but also at how we educate men and boys in our communities too.

It's of vital importance that we listen to women and girls with lived experience of domestic abuse and violence, so that we can learn how to better support them. The diversity of our communities presents specific challenges which we need to meet – for example ensuring we provide awareness materials and access to services in a range of languages. We should ensure we can also meet the different communication needs women may have, and that we uphold our obligations under

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¹ <u>Office for National Statistics</u> (2019) Domestic abuse in England and Wales overview: November 2019

² Office for National Statistics (2019) Homicide in England and Wales: year ending March 2018 (average taken over 10 years)

³ Office for National Statistics</sup> (2019) Domestic abuse victim characteristics, England and Wales: year ending March 2019

⁴ Transgender people mustn't be excluded from separate or single sex services provided to people of their acquired gender, unless there's a good enough reason. This may include specific domestic abuse single sex services. However it's important to note that trans women may also be subject to domestic abuse and violence. To this end – Stonewall interviewed providers of services and produced the report 'Supporting trans women in domestic and sexual violence services – Interviews with Professionals in the Sector', April 2018. They found that 'Domestic and sexual violence services in England and Wales have been supporting trans women in their single-sex women-only services for some time.'

the Equality Act 2010, in making sure our services are fully accessible to women who are d/Deaf or Disabled.

The Task Group is concerned that women experiencing violence can be isolated and feel that they have no one to turn to: 'On average high-risk victims live with domestic abuse for 2.3 years and medium risk victims for 3 years before getting help.' Safe Lives state that: '85% of victims sought help on average five times from professionals in the year before they got effective help to stop the abuse' and 'on average victims experience 50 incidents of abuse before getting effective help.' 'The Crime Survey for England and Wales (CSEW) showed that over four in five victims (83%) of partner abuse did not report the abuse to the police.'

We value our professionals greatly and the lengths they go to, to provide support and safety for women and girls experiencing violence or abusive situations. It is of great concern that under his Government confidence in reporting rape has plummeted to an all-time low. Many women perceive that sexual assault and domestic abuse are not investigated or dealt with in the way they should be. As Dame Vera Baird (Victims' Commissioner for England and Wales) noted in her annual report for 2019/20:

'It is a shocking and unacceptable fact that in 2019 only three per cent of rape complaints result in a suspect being charged. What is even more shocking is that this figure is likely to fall even further in 2020'8.

The Task Group welcomes the passage through Parliament of the Domestic Abuse Bill 2020, which will strengthen the statutory definition of domestic abuse, 'emphasising that domestic abuse is not just physical violence, but can also be emotional, coercive or controlling, and economic abuse.'9

However, we are aware of the calls by many charities for the Government to do more to support migrant women who have no recourse to public funds. We abhor the placing at risk, and second class treatment of migrant women, where 'the result is that women face an impossible choice: stay with an abuser, or leave without having access to support.'¹⁰

This is not the first time that Brent's approach to domestic abuse and VAWG has been reviewed – and there will be an ongoing need to revisit this policy area, so that we can continually improve. A consistent message from reviews that have been undertaken is that 'staff need to be trained and existing policies and procedures

⁵ https://safelives.org.uk/policy-evidence/about-domestic-abuse/how-long-do-people-live-domestic-abuse-and-when-do-they-get

⁶ Ibid.

⁷ ONS, 2018, Domestic abuse in England and Wales: year ending March 2018, https://bit.ly/2BYEC7V

⁸ https://victimscommissioner.org.uk/annual-reports/annual-report-of-the-victims-commissioner-2019-to-2020/

⁹ https://www.gov.uk/government/publications/domestic-abuse-bill-2020-factsheets/domestic-abuse-bill-2020-overarching-factsheet

¹⁰ https://www.politics.co.uk/comment-analysis/2020/07/14/the-domestic-abuse-bill-that-sacrifices-migrant-women

followed'. Many of the Tasks Group's findings echo those of the Council's own Domestic Abuse Outcome Based Review¹¹.

Domestic abuse reports rose during the lockdown 'by more than a tenth in <u>London</u>'¹². However, 'the increase – which equated to about 380 more domestic abuse calls a week – was driven by third-party reports, such as neighbours, rather than the victims, researchers at the London School of Economics' <u>Centre for Economic</u> Performance (CEP) found'¹³.

The fact that during a pandemic, neighbours were perhaps looking out for each other is a positive sign. We should build on this and consolidate people's instincts to support women and girls at risk of abuse or violence – with further awareness raising measures within our communities.

A strength of our multi-agency approach should be that our officers are in a position to note how women can be attempting to cope with multiple issues, which are 'reinforcing and interrelated'. We must continue to engage with women and girls holistically to make sure that no woman or girl falls through the safety net when it comes to domestic abuse or other forms of violence against women and girls.

Councillor Fleur Donnelly-Jackson Chair of the Scrutiny Task Group

¹¹ http://democracy.brent.gov.uk/documents/s69757/Appendix%201%20%20OBR%20round%202%20final%20report.pdf

 $^{^{12}\}underline{\text{https://www.theguardian.com/society/2020/jul/15/domestic-abuse-calls-to-london-police-rise-by-a-tenth-during-lockdown}$

¹³ https://cep.lse.ac.uk/pubs/download/cp578.pdf

Recommendations to the Cabinet

- 1. That the approach taken by the Council and its officers should align with our contextual safeguarding work and encourage the whole community to play a part initiatives to raise awareness should not only to be directed at perpetrators or victims.
- 2. That a comprehensive engagement and communications strategy be devised and materials developed to use with a diverse range of different community stakeholders, developed by considering feedback from those with lived experience of domestic abuse and violence against women. The Safer Brent Partnership to share this with elected members.
- 3. That a training and development plan is put in place to improve staff knowledge and skills across staff teams and departments. That an audit be carried out what training specialist staff have had and how up to date their knowledge of best practice is, identifying any critical gaps in training and rectify and training insufficiencies within six to nine months.
- 4. That a plan be developed for how the Council supports the training needs of its partners in the community and voluntary sector.
- 5. That the Council gain Domestic Abuse Housing Alliance (DAHA) accreditation and embed best practice.
- 6. That a strategic alliance with at least one other borough be sought, either outside of London or through the Pan London scheme, to facilitate housing for those who need to move for their safety.
- 7. That the Council consider building its own women's refuge that can take older teenaged male children, who may not be accepted in a refuge currently through our council house building programme.
- 8. Ensure that our commissioned services collect feedback from victims and survivors to use to improve services; and demographic data on ethnicity, languages spoken –to inform Joint Strategic Needs Assessments, and so that we can more accurately assess needs and prioritise resources.
- 9. That safety audits be carried out to identify risks for premises where women need to access support for Violence Against Women and Girls.
- 10. That it be ensured that all facilities and services are accessible to disabled women) and that the communications material and websites provide different accessible formats of information for women and girls from all sections of the community and with hearing or visual impairments to contact support services.

Executive Summary

Scope

- 1. The Violence Against Women Scrutiny Task Group was tasked to consider the Safer Brent Partnership's approach and progress in reducing violence against women in Brent and make a report and recommendations for the Partnership in addressing this issue. Specifically, the approach and progress in:
 - raising awareness and providing protection from domestic abuse and violence
 - ii. supporting victims of violence against women and bringing the perpetrators to justice
 - iii. raising awareness of Female Genital Mutilation and strengthening pathways for support
 - iv. supporting exiting sexual exploitation (including Human Trafficking & Prostitution).

Methodology

The Violence Against Women Scrutiny Task Group was established by the Resources and Public Realm Scrutiny Committee on 29 January 2020. The membership of the Task Group was appointed on 12 March 2020, not long before the UK Government imposed the lockdown on the evening of Monday 23 March, due to COVID19.

It was anticipated that the Task Group would convene between March 2020 to May 2020 to receive oral and written evidence and report back to the Resources and Public Realm Scrutiny Committee with a report and recommendations to the Council and Cabinet. This process was interrupted due to the COVID19 pandemic and Government restrictions on movement, therefore the task group met online.

The task group gathered qualitative and quantitative evidence to complete the report and develop its recommendations, including a document review and an online survey to organisations who provide support to those experiencing domestic abuse and/or violence against women. All data was anonymised so there was no risk of identification.

Members of the task group took part in the following online sessions:

Tuesday 18 February - meet Scrutiny officer Tuesday 14 April - Online Task group meeting Tuesday 28 April - Online Task group meeting Weds 3 June - Chair's briefing meeting Friday 11 Sept - Online Task group meeting Friday 11 Sept - Online Task group meeting

Definitions

2. The Government definition of domestic violence (as of April 1, 2013) is:

"Any incident or pattern of incidents of controlling, coercive or threatening behaviour, violence or abuse between those aged 16 or over who are or have been intimate partners or family members regardless of gender or sexuality. This can encompass, but is not limited to, the following types of abuse: psychological, physical, sexual, financial and emotional."

Violence Against Women and Girls (VAWG) comprises of crimes that have been identified as being committed primarily but not exclusively by men against women including: domestic abuse, rape, sexual offences, stalking, harassment, so-called 'honour-based' violence including forced marriage, female genital mutilation, child abuse, human trafficking focusing on sexual exploitation, prostitution, pornography and obscenity.

The picture in Brent

3. In 2018/19, Brent saw 5269 Domestic Abuse incidents reported to the police. The actual number of incidents will be much higher as domestic abuse is a hidden crime which is vastly under-reported.¹⁴

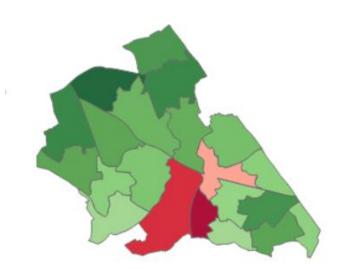
The Mayor of London's Domestic and Sexual Violence Dashboard reveals higher concentrations of offences in Stonebridge, Harlesden, and Dudden Hill wards. With the overall trend on offences rising between July 2016 to July 2020¹⁵.

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¹⁴ Cited in Overview report from the Community Safety Team, Brent Council - April 2020

¹⁵ https://www.london.gov.uk/what-we-do/mayors-office-policing-and-crime-mopac/data-and-statistics/domestic-and-sexual-violence-dashboard

Ward Volume



However, Council officers have stated that 'an increase in recorded offences is in line with the rest of London and not necessarily a negative, as it can indicate an increased awareness and trust in services from the public thus increased reporting. Additionally, this increase could indicate that professionals in the borough are better equipped to ask the right questions, respond to disclosures, signpost and refer appropriately.'

Brent Council introduced a scheme involving trained domestic workers specialising in – 'non-crime' reports to tackle domestic abuse. In 2019, this helped to achieve 9% drop in domestic violence injuries in Brent and an increase of 7% in the number of people reporting crimes.

The task group noted the high satisfaction rates of those who have received support from Advance – the charity the Council commissions to deliver front line domestic abuse support within the borough (as set out in the March 2020 briefing).

98.5% of survivors who feel safer after using the service compared with intake. **99%** of survivors who feel confident in knowing how and when to access help and support in the future.

96% of survivors who feel that their quality of life has improved after using the service compared with intake.

However, with many offences remaining under-reported, (which may also correlate with there being less awareness that coercive control and financial abuse are also forms of domestic abuse), it will be a continuing concern that not all who need this support will be receiving it.

Feedback from Stakeholders

We undertook an online survey of key stakeholders and asked what do you see as the main barriers to accessing support and services in Brent, and what gaps are there in service provision in Brent?

'Inadequate provision of support for VAWG in Brent: Main support option is Advance but only provides DV support and mainly IDVA level. Need services for a) all types of VAWG and b) for low- medium practical support and c) longer term support than short term support IDVA (for example) provides. Need funding for further ISVA and counselling provision in Brent. Need funding for Ascent Advice Casework provision. Main issue we see through our advice line for Brent is barriers for women to access safe housing via the council. Brent LA housing department has consistently been problematic for survivors to access safe accommodation and often creates many barriers and does not follow basic practice (let alone good practice) when assessing survivors for housing and often does not follow housing guidance etc. we have had many issues for survivors trying to access safe accommodation via Brent local authority housing.'

"...lack of **services for girls and young women** to where the focus is solely on supporting and guiding them with their development."

Gaps:

'I believe it would be beneficial if **Neighbourhood Managers/ Housing was included in MARAC meetin**gs when they have referred a resident to MARAC.' 'Delay to make an appointment with housing.'

'...need practical support for survivors of sexual violence who are not involved in CJS (i.e. those that fall out of ISVA remit)'

'Lack of deaf awareness. No video relay service for deaf customers'

'24 hour IDVA service 7 days a week within the acute hospital setting'

Thinking about Brent's current provision of domestic abuse services, what is working well in Brent?

'That there is a multi-agency approach that everyone is working towards.'

'Brent has many partnership meetings which is good for services to be aware of Brent's needs'

And what is not working well?

Main areas to focus on: 1) support services for all types of VAWG (not just DV). 2) increased funding/ capacity for existing VAWG provision in the borough (ISVA, counselling, Advice casework support Young women support) 3) survivors being able to access safe accommodation and good practice around this in LA housing department. May be a good idea to have an in-house IDSVA in the

housing department to address this? 4) better partnership working in Brent for VAWG services and those services that work with people experiencing VAWG. Better referral pathways between services so survivors can access support quickly and efficiently and not have to repeat their experiences multiple times/ re traumatised.

'Brent provides plenty of support to victims of domestic abuse. However, what is not working will is the communication between Brent and Housing providers when a resident has been referred.'

'We had some bad experience with Brent Housing as lot of delays and poor response.'

'IDVA services but need as they really support professionals within the acute setting. The lack of IDVA's and not lack immediate support out of hours. This has a major impact on services when emergency acute settings are very challenged.'

'Lack of domestic abuse with deaf awareness...'

The Council's commitment to an overarching narrative of gender equality

Brent Council needs to develop an overarching narrative on the importance of gender equality that it can promote to all parts of its diverse communities. We need to restore the women and girls and their stories, hopes and aspirations to the conversation about gender equality in our borough.

In light of COVID19, we should be working to develop sufficient mental health services to deal with the economic impacts of lockdown and furlough, and people losing their jobs or homes. Job losses may well lead to a rise in financial insecurity for families, which could in turn drive an increase in domestic abuse.

We should clarify the underlying model of interpretation being used by our professionals for domestic abuse and VAWG, for example using the 'Social Ecology model of social change.' 16

'The ultimate goal is to stop violence before it begins. Prevention requires understanding the factors that influence violence. CDC uses a four-level social-ecological model to better understand violence and the effect of potential prevention strategies. This model considers the complex interplay between individual, relationship, community, and societal factors. It allows us to understand the range of factors that put people at risk for violence or protect them from experiencing or perpetrating violence.'17

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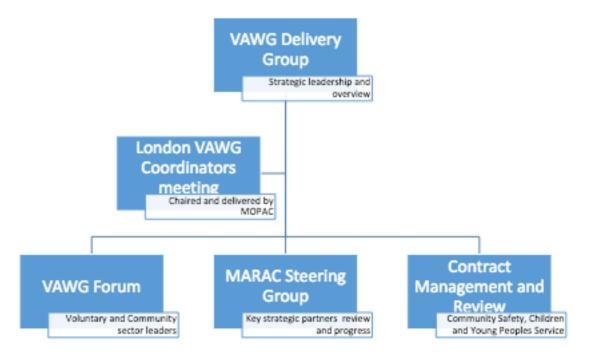
¹⁶ https://www2.gov.scot/resource/doc/925/0063072.pdf

¹⁷ https://www.cdc.gov/violenceprevention/publichealthissue/social-ecologicalmodel.html

The approach to domestic abuse should mirror and align with our approach to contextual safeguarding – that it is a problem not only for families, but where we expect communities and society to play a part, whether in reporting it, or supporting those who need to seek help.

Recommendation 1: The approach taken by the Council and its officers should align with our contextual safeguarding work and encourage the whole community to play a part – initiatives to raise awareness should not only to be directed at perpetrators or victims.

Diagram of Governance structure and coordinated community response;



The Council should seek to:

- Ensure everyone in the organisation is aware of how to refer individuals or families experiencing domestic abuse of violence against women and girls, to the appropriate services.
- Ensure staff are aware of the Domestic Abuse staff champions scheme and who the champions are, and consider extending this to councillors – to be 'community champions' to advocate within the Council and local communities about domestic abuse and violence against women and girls.
- Ensure action plans, strategies and policies are informed by those with lived experience of the issues.
- Enhance awareness for the public of the measures we are taking and develop a community reporting tool for suspected domestic abuse and or VAWG.

Recommendation 2: That a comprehensive engagement and communications strategy be devised and materials developed to use with a diverse range of

different community stakeholders, developed by considering feedback from those with lived experience of domestic abuse and violence against women. The Safer Brent Partnership to share this with elected members.

Embedding Knowledge and Training

What do partners, staff need to know - employee training and keeping best practice up to date.

It was noted that:

- There is a mandatory corporate induction on Domestic Abuse for all staff, and that training on domestic abuse is part of the Housing teams inductions.
- The Head of Safeguarding and Adult Social Care delivers some training on disability and domestic abuse.
- The Borough Commander has confirmed that during lockdown 'all frontline police officers... continue to receive refresher training through online sessions'
- Due to COVID19 online training has been devised for the staff online learning hub.
- Brent has representation at the Mayor of London's quarterly VAWG
 Coordinators meeting which acts as a platform to share and disseminate work
 that is being done in each London borough to address VAWG including
 domestic abuse and to ensure we can work in partnership/ across
 boundaries where this may become necessary.

Recommendation 3: That a training and development plan is put in place to improve staff knowledge and skills across staff teams and departments. That an audit be carried out what training specialist staff have had and how up to date their knowledge of best practice is, identifying any critical gaps in training and rectify and training insufficiencies within six to nine months.

The Council should monitor the take up of the mandatory training on domestic abuse, to ensure all staff are familiar with the indicators of domestic abuse and how to record repeat victimisation.

Audit what training specialist staff have had and how up to date their knowledge of best practice is. Identify any critical gaps in training and aim to rectify within next 6-9 months, for example on the issues of coercive control/ behaviour, economic abuse, identifying and assessing risks, Gender identity, LGBTQ+, and disability awareness training. Specialist training should be mandatory (and therefore uptake monitored) for all front-line practitioners within social care, housing, healthcare, substance misuse, mental health, criminal justice and education settings. Embed knowledge in case staff move on (especially at risk due to public finances since Covid-19) – ensure there is a handbook or manual specifically for welfare teams e.g. Family Front Door, Domestic Abuse Housing Team, Debt Advisors.

Recommendation 4: That a plan be developed for how the Council supports the training needs of its partners in the community and voluntary sector.

We should set out a plan for how we update and support the training needs of our partners in the community and voluntary sector, and organisations such as Residents Associations. There appears to be a patchwork of training provision to different audiences, and this may need tracking by the VAWG Delivery Group across our commissioned service providers.

Councillors should receive specific member training on how to make a MARAC referral and who our lead agencies are to support women (or people reporting on their behalf) about domestic abuse or violence. Training should cover: Domestic Violence Protection Orders (DVPOs) and the Domestic Violence Disclosure Scheme (DVDS) and FGM Protection Orders and the FGM mandatory reporting duty – and any new duties that will arise once the Domestic Abuse Bill 2020 passes into law.

Support to Individuals and Families

The Task Group is concerned that service users who do not speak English may not be able to access the services they need. They should be offered professional interpretation and not expected to rely on family members, who could be perpetrators – both in house and commissioned services should have access to reliable interpretation services. We are additionally concerned about the situation for women who have no recourse to public funds and who would not qualify for legal aid.¹⁸

We commission Advance¹⁹ to provide support domestic abuse support services for all of those living in Brent who have experienced domestic abuse (male and female, including teenagers) and their children. We are pleased to see that Brent Council commissions Rise Mutual to provide support to perpetrators of domestic abuse who want to stop being abusive to their partners/ex-partners.

The Task Group believes that survivors should be able to receive counselling if required.

Recommendations:

 We should ensure that those receiving support are asked for the feedback on their experiences of our services, to find out whether the services are personcentred to their needs, if they could access the services at the time they need them, and any gaps or barriers they faced.

¹⁸ https://www.politics.co.uk/comment-analysis/2020/07/14/the-domestic-abuse-bill-that-sacrifices-migrant-women

¹⁹ https://www.advancecharity.org.uk/what-we-do/domestic-abuse-services/ and: https://www.brent.gov.uk/media/16409420/advance-poster.pdf

- Where individuals have complex needs a proposal for how we will meet these needs to be developed, e.g. substance misuse and or mental health. Victims may face additional barriers to seeking redress from the criminal justice system. In addition to their sex, they may be affected by factors (which are not mutually exclusive) including: age, disability, gender identity, gender reassignment (transgender), sexual orientation, race, ethnicity, religion, belief, cultural background or immigration status, marital/civil partnership status, whether they have caring responsibilities (including children or other relatives), whether they are pregnant, or are dependent on the suspect/defendant (for example emotionally or economically dependent).
- The move to one stop shops (Chrysalis programme) for accessing services to support those experiencing domestic abuse or violence should be monitored for take up, especially given the recent lockdown.

Housing

A particular risk for individuals experiencing domestic abuse is whether they feel safe within their own homes. Women may be reluctant to leave their home, but their personal safety should be paramount. The use of B&B's as emergency or temporary accommodation will not assist women to return to a sense of normality, or encourage feelings of safety and security for them and their children.

We note that in relation to housing, the Domestic Abuse Bill 2020²⁰ currently in Parliament, if enacted, will:

- Place a duty on local authorities in England to provide support to victims of domestic abuse and their children in refuges and other safe accommodation.
- Provide that all eligible homeless victims of domestic abuse automatically have 'priority need' for homelessness assistance.
- Ensure that where a local authority, for reasons connected with domestic abuse, grants a new secure tenancy to a social tenant who had or has a secure lifetime or assured tenancy (other than an assured shorthold tenancy) this must be a secure lifetime tenancy.

Safe Lives have welcomed the Bill but have called for the duty on council's to be fully funded:

'We welcomed the formal introduction of the bill but called for a fully funded duty on local authorities to assess all the needs of domestic abuse victims and survivors and provide services accordingly, as part of our #Invest2EndAbuse campaign.'21

 $^{^{20}\} https://www.gov.uk/government/publications/domestic-abuse-bill-2020-factsheets/domestic-abuse-bill-2020-overarching-factsheet$

²¹ https://safelives.org.uk/further-domestic-abuse-bill-briefings-resources?gclid=EAIaIQobChMIh8C5ofX86wIVgentCh2wxwLnEAAYAiAAEgJIGPD_BwE

The Council funds in-house all of our commissioned services, and MOPAC funds pan-London services. Against the backdrop of cuts to funding of Local Authorities, we are aware of good practice demonstrated in Brent Housing teams, for example the move by the Housing Management team to consider moving perpetrators (who are joint tenants with their victims), rather than always displacing women experiencing domestic abuse (and potentially their children too). However not all domestic abuse and violence will take place between individuals who have a joint tenancy. We welcome that all those staff who come into contact with someone experiencing domestic abuse or violence should have training, e.g. not only Housing Officers, but also staff carrying out repairs for example.

Demand for social housing in Brent is very high and there can be long wait times for a house²². In this challenging context, it's welcome that the Housing Needs team have been monitoring demand during the COVID-19 lockdown, and that they have developed good relationships with Women's Refuges across London, and Brent Council's I4B. We're pleased to also see that Brent Housing teams are looking to gain DAHA accreditation for their good practice; and the post that has been:

'created in the Housing Needs structure which will take the lead on DA cases, drive up improvements in service to customers presenting with DA across Housing Needs, share knowledge across the service and attend key multiagency groups e.g. MARAC to improve understanding of and response to people reporting DA and improve multiagency working. The key purpose of the Domestic Abuse Housing Officer role is to provide a specialist service to survivors of domestic abuse seeking housing assistance. The role also manages the Sanctuary Scheme which helps survivors of domestic abuse to remain in their homes. The role also offers housing assistance in the community, such as in refuges and Community Hubs in Brent.'23

However, one of our stakeholders reported:

'Main issue we see through our advice line for Brent is **barriers for women to access safe housing via the council**. Brent LA housing department has consistently been problematic for survivors to access safe accommodation and often creates many barriers and does not follow basic practice (let alone good practice) when assessing survivors for housing and often does not follow housing guidance etc. we have had many issues for survivors trying to access **safe accommodation via Brent local authority housing**.'

Recommendation 5: That the Council gain Domestic Abuse Housing Alliance (DAHA) accreditation and embed best practice.

Recommendation 6: That a strategic alliance with at least one other borough be sought, either outside of London or through the Pan London scheme, to facilitate housing for those who need to move for their safety.

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https://www.brent.gov.uk/media/16415909/eb_h_05-inclusive-growth-strategy-housing.pdf
 http://democracy.brent.gov.uk/documents/s69757/Appendix%201%20 200BR%20round%202%20final%20report.pdf

Recommendation 7: That the Council consider building its own women's refuge that can take older teenaged male children, who may not be accepted in a refuge currently - through our council house building programme.

In addition, we recommend that:

- Void properties be prioritised for those in greatest need.
- Consideration should be given to the especial need for refuges that will accept women with older teenaged children.
- Where a Housing Association Neighbourhood Manager has referred a resident to MARAC, they should be included in MARAC meetings.
- The role of the Domestic Abuse Housing Team should be further publicised to Housing Associations, Advice 4 Renters, CAB, Neighbourhood Managers.
- The MARAC Steering Group to audit MARAC case files to ensure that victims' housing situations, particularly homelessness, are being identified within the MARAC meeting and that appropriate actions are being taken. This will have renewed significance if due to the lifting of the eviction ban (imposed during COVID19), we find more cases of families becoming homeless due to eviction.
- The Housing teams pursue their plans to become members of 'House Proud'. 'HouseProud was set up in 2014 as the network group for LGBT people working in social housing'24.

Processes, Data and Contract Monitoring

The Task Group acknowledges that 'statistics on domestic abuse are produced separately by a number of different organisations in England and Wales. When taken in isolation, these statistics may not provide the context required by users to enable them to understand the national and local picture of domestic abuse.²⁵

Data captured by the Metropolitan Police is collated across London and shared on publicly available MOPAC dashboards. Domestic and sexual violence is separated out with its own dashboard²⁶.

The quality of our evidence base will inform the actions we need to take to tackle violence against women and domestic abuse. We should ensure that our CRM / information management systems are joined up across our commissioned services, and external partners, and our own internal reporting/monitoring. More granular performance, and service outcomes should be shared with members, for example how many DVPOs - Domestic Violence Protection Orders or FGMPOs - FGM Protection Orders there are in force in Brent. We should also ensure that our

https://www.ons.gov.uk/peoplepopulationandcommunity/crimeandjustice/bulletins/domesticabuse inenglandandwales/yearendingmarch2018

²⁴ https://www.houseproud-lgbt.com/about-us

²⁶ https://www.london.gov.uk/what-we-do/mayors-office-policing-and-crime-mopac/data-andstatistics/domestic-and-sexual-violence-dashboard

commissioned services collect demographic data on ethnicity, languages spoken – so that we can more accurately assess needs.

Recommendation 8: Ensure that our commissioned services collect feedback from victims and survivors to use to improve services; and demographic data on ethnicity, languages spoken –to inform Joint Strategic Needs Assessments, and so that we can more accurately assess needs and prioritise resources.

Additionally, we recommend that Council Officers should ensure:

- Referrals take place in a timely manner and monitor service agreements in particular, delays around housing referrals have been raised by stakeholders.
- Individuals requesting support receive an action plan that is accurately recorded on our systems.
- Provisions are in place in case a charity partner struggles financially due to Covid-19. The patchwork of grant funding that we receive and disburse through commissioning services, means that there could be a worry about the financial soundness of charities delivering services.
- Community and Voluntary Sector contracts have KPIs for the delivery of satisfactory performance, for example: clear deliverables for the awareness raising work to deliver community engagement and training for a variety of front-line agencies by Asian Women's Resource Centre (who were recently awarded funding of £1.3m to lead a Pan-London Ending Harmful Practices Partnership).
- That we continue to monitor satisfaction ratings of services to ensure that people are receiving a service that supports them. Potentially introduce a qualitative or 360 system of feedback, to capture details about why women or girls may have dropped out of using a service.
- At least 3 different formats are available for feedback to meet the broadest range of needs/ accessibility requirements. We note that the Domestic Abuse Housing Team only supply a telephone number on their webpage, which would exclude deaf women from seeking their help.
- That commissioned service providers have the opportunity 'to express any barriers to delivery or successful outcomes'; and that any concerns are logged, and what some of those barriers have been, and how they have been rectified.
- Teams have a reflective practice to embed a culture of continuous improvement, and ensure that we are following up on where barriers to accessing services have been raised, and innovating to remove or adjust them.

Partnerships

The task group notes that 'ADVANCE have been building links with education services within Brent via the designated safeguarding network. They are planning to provide training to professionals within education settings to understand the dynamics of abusive relationships both with children witnessing abuse of a family member and those who are victims of partner abuse within their own relationships.'

We also note that 'The Department for Education is introducing compulsory Relationships Education for primary pupils and Relationships and Sex Education (RSE) for secondary pupils from September 2020.'²⁷

We have a VAWG Forum, chaired by Asian Women's Resource Centre – who also lead on the Ascent Ending Harmful Practices project, and provide support services in the following languages: Bengali, Guajarati, Hindi, Hinko, Konkani, Marathi, Pashto, Patwari, Punjabi, Urdu, Farsi, Portuguese, Italian, Kurdish, Turkish & Azerbaijan²⁸.

All Brent Councillors will be aware of the consultation to merge 8 CCGs to form an Integrated Care System. We are concerned that VAWG and Domestic Abuse referral routes should still be still clear. All NHS GP practices within the CCG should have a domestic abuse policy and procedure for all staff, along with accessing domestic abuse training to develop the skills for proactive enquiry around domestic abuse with all women and particularly those presenting with mental health issues, alcohol/drug issues, pre-natal, and following separation'.

The Council should keep a watching brief to ensure that within our Schools and Colleges they are delivering the compulsory Relationships education to our pupils and that appropriate resources are developed for young people to understand what a healthy relationship is and to understand what controlling behaviour is, and the implications of sexting, pornography, revenge porn, violence, abuse, sexual abuse and consent. This should sit hand in hand with mental health and awareness raising initiatives on VAWG for boys and young men, not only young women.

Recommendations to foster partnership working include:

- Ensuring the our VAWG delivery group and VAWG forum ensure have adequate representation from:
 - Champions or Advocates with lived experience of the issues at stake.
 - Lead commissioned domestic violence service provider for Brent e.g. Advance
 - Brent safeguarding lead/ Family Front Door
 - GP or representative for local midwifery services/ healthcare services
 - Local police tasked with responsibility for response to domestic abuse
 - Local law centre / welfare or debt advice services
 - Criminal court based victim support worker
 - Housing providers/ our Domestic Abuse Housing Team
- Produce an organogram of which officers in the council work on domestic abuse and VAWG policies (which is to be maintained up to date) – should also form part of handbook. Should set out referral pathways, e.g. housing referrals.
- Ensure that women being released from prison or on probation have adequate support and sign posting, as they may be particularly vulnerable groups. Ensure that where men are on probation/ due for release from prison

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²⁷ https://www.gov.uk/government/news/relationships-education-relationships-and-sex-education-rse-and-health-education-fags

²⁸ https://www.asianwomencentre.org.uk/

- and there are known histories of domestic abuse or VAWG, that risks are appropriately assessed and followed up.
- Social prescribers/ navigators attached to GPs surgeries, health and social care coordinators, and mental health practitioners, should have training on domestic abuse and our services, as well as essential safeguarding training.
- Work with those businesses who are developing initiatives to support women facing financial abuse, e.g. banks who have introduced policies or teams to support²⁹, or the Hestia scheme in collaboration with Royal Mail. Hestia have launched a new advice line for businesses supporting employees experiencing or at risk of domestic abuse called the Everyone's Business Advice Line³⁰. 'It will be a point of contact for businesses, supporting them on how to approach disclosures of domestic abuse by their employees, particularly in light of Covid-19. They will also receive advice so that they can signpost staff to specialist domestic abuse services.' We should ensure that these schemes where offered are being advertised locally, and details shared with teams and debt advice services.

Communications and Engagement

(I.e. Marketing - website, social media, posters, communications with partners, internal employee updates, languages and formats of communications, awareness raising events)

Whilst specific awareness raising dates can provide a convenient marketing hook to build an audience e.g. International Women's Day, or White Ribbon Day – the work of informing our communities and building awareness should be considered a yearlong task, and a comms plan should reflect this. We should identify key audiences and communities to reach – for example those wards with highest rates of violent offending should be targeted, but equally those areas where there is deemed to be significant under-reporting of coercive control or financial abuse (which may be more to the North of the Borough).

Recommendations

The Safer Brent Partnership to share with elected members its comprehensive engagement and communications strategy – referred to in Key Recommendation 2.

This should identify the actions the partnership are taking to deliver both a sustained awareness raising campaign and community outreach, including developing resources to meet the needs of Eastern European communities³¹ and ensuring access to interpretation where appropriate; and for the Somalian community in Brent.

https://www.hsbc.co.uk/help/money-worries/financial-abuse/

²⁹ https://www.lloydsbankinggroup.com/our-purpose/helping-people/supporting-victims-of-domestic-and-financial-abuse/

³⁰ https://www.hestia.org/news/hestia-launches-free-domestic-abuse-advice-line-for-businesses

 $^{^{31}}$ As per the recommendations of the Domestic Homicide Review of Elena, June 2018 – recommendation 8

These communities have been highlighted to Task Group members in the course of our discussions with officers, and stakeholders.

Additionally, we recommend that the Council:

- Make use of all available channels to maximise reach for our campaigns, including digital, text, app-based, web-based, using advocates and community organisations. The lockdown may have led to closure of some channels for communication and support e.g. libraries/ hubs- and so we need to ensure our online activity has as wide a reach as possible, whilst recognising that some women and girls we need to reach may experience digital poverty and not have computer access: Consider use of local radio; posters and leaflets at food banks or local shops; publicising at pharmacies, general practitioners, hospitals, sexual health clinics and sexual assault referral centres; public notice boards –available at parks, outside council buildings etc., housing, homelessness, welfare and public health services.
- Put in place in place comms materials for the third sector to disseminate through Brent CVS. During COVID19 new community groups sprang up such as Mutual Aid – who may not have been immediately signposted to resources on safeguarding and spotting the signs of domestic abuse, and where to refer or report cases they may have spotted when visiting people's homes to deliver care or food packages.
- Ensure our content/ materials are accessible to as many women as possible, i.e., provide services that meet the communication needs of d/Deaf and disabled women e.g. British Sign Language interpreters can be made available, use of captioning for online meetings, video relay service, Easy Read, and accessible formats for blind and partially sighted people.
- Give consideration to diversity, and show a range of women and girls (and/ or perpetrators) and take care to avoid stereotypes, in any public information campaigns. The LGA has noted that 'There are different themes of domestic abuse which are being increasingly reported during the COVID-19 pandemic, for example abuse of young people (18 years old to 24 years old) living at home with parents, LGBTQ+ phobic issues, parents abused by adult children, people contacting services about housemates who are not family or partners behaving in abusive ways for the first time.'32
- Take account of the needs of Romanian (and more broadly, Eastern European), and Somalian victims and survivors. This includes awareness raising, as well as access to training for staff and the provision of specialist services for victims.
- Ensure web content is up to date and contact details are routinely audited for accuracy.
- Ensure partners can deliver services remotely and have necessary tech in place, as part of contract management conversations/ future commissioning – due to the impact of COVID-19 and lockdowns/ advice to work from home where possible.

³²https://www.local.gov.uk/sites/default/files/documents/Domestic%20Abuse%20Guide%20UPDAT ED%20as%20of%2011%20May%20%28PM%29.pdf

Facilities

It's a key consideration that services and refuges should be located in safe places. We should continue to work with Mayor of London and partners across London to gain accreditation to the UN Women's Safer Cities and Safe Public Spaces initiative³³.

The need for greater hygiene due to COVID19, means that we should ensure that any facilities such as refuges or emergency accommodation have enough Personal Protective Equipment (PPE).

Where ASB is identified in close proximity to services, the Council should put in place provisions to use ASB/ public space protection orders (so long as this does not needlessly identify secure services). For example, the Asian Women's Resource Centre in Harlesden can sometimes have 12-15 men outside drinking and taking drugs, less than 100 metres away. Stronger safety measures should be considered.

Recommendation 9: That safety audits be carried out to identify risks for premises where women need to access support for Violence Against Women and Girls.

Recommendation 10: That it be ensured that all facilities and services are accessible to disabled women) and that the communications material and websites provide different accessible formats of information for women and girls from all sections of the community and with hearing or visual impairments to contact support services.

Conclusion

The Task Group notes that UK wide data for 2018 shows that whereas 53.3 of women personally told a friend or neighbour about the abuse they were experiencing, only 4.7% of women told a council officer. Outside of family, friends and neighbours, the most trusted organisations for women to relate their experiences to, appear to be health professionals, counsellors, or therapists.³⁴

For this reason, it's crucial that we spread the word about the services that we commission to support women and girls experiencing domestic abuse or violence; and that we work with our partners to ensure that the 8 CCGs merging to form an Integrated Care System, continue to have clear referral pathways that align with the services we provide. For this reason, we would also like to refer the Council's Community and Wellbeing Scrutiny Committee to our findings, for reference.

³³ https://www.unwom<u>en.org/en/what-we-do/ending-violence-against-women/creating-safe-</u> public-spaces

³⁴https://www.ons.gov.uk/peoplepopulationandcommunity/crimeandjustice/bulletins/domesticabu seinenglandandwales/yearendingmarch2018

During lockdown The Mayor of London, Sadiq Khan, announced a £1.5million emergency response fund³⁵ to provide victims of domestic abuse with safe accommodation and support if they need to flee their homes during the coronavirus pandemic'. It's vital that our efforts in Brent work in tandem with the other schemes and services operating in the capital.

Due to the impact of COVID-19 on the work of the Task Group, we would recommend that there is clearly further follow up work which should take place to engage our community and voluntary sector stakeholders, to find out how they have been impacted by lockdown (whether financially or practically), and any rise in reporting of domestic abuse or violence against women and girls.

This scrutiny report is by no means the last word on domestic abuse and VAWG. We would encourage the Resources & Public Realm Scrutiny Committee to track the key actions we have set out, to hold the Executive to account on their implementation – so that as a council we can continuously improve the services we deliver for women and girls in Brent.

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 $^{^{35}}$ https://www.solacewomensaid.org/news/mayor-invests-further-ps15m-safe-accommodation-victims-domestic-abuse-during-coronavirus

APPENDICES

APPENDIX A

Participants

The task group would like to thank Cllr Tom Miller, former Cabinet lead for Community Safety and Engagement and Cllr Mili Patel, Cabinet lead for Children's Safeguarding, Early Help and Social Care, as well as the following members of staff who contributed to the report, took part in the themed discussion or advised it on policy:

Colin Wilderspin, Interim Head of Community Protection

Laurence Coaker, Head of Housing Needs,

Emily-Rae Maxwell, Head of Housing and Neighbourhoods

Cathy Hickey, Violence and Vulnerability (VAWG) Coordinator

Stakeholders

Advance (Independent, client-led charity for all of those living in Brent who have experienced domestic abuse (male and female, including teenagers) and their children)

Asian Women's Resource Centre (Chair the VAWG Stakeholder Group – Provide support for women experiencing domestic abuse, including women with no recourse to public funds)

Brent Borough Commander - Metropolitan Police

Brent CCG

Brent Family Front Door (Brent's Multi Agency Safeguarding Hub)

Brent Independent Advisory Panel to Metropolitan Police

Brent Housing Needs Domestic Abuse Housing Team

Brent Housing Management

Brent Safer Neighbourhood Board

Chrysalis one stop shop (commissioned by Brent Council)

CouRAGEus Project

EACH (121 Counselling, refuges, floating support and life therapies for women and families affected by abuse)

Forward (Support for women and girls affected by any form of violence including

FGM and other Harmful Practices)

GALOP LGBTQ+ Domestic Abuse Helpline

London Victim and Witness Service

NIA Project (Support for women involved in sex work)

Notting Hill Genesis Housing

Peabody Housing

PLIAS Resettlement (Support for Black, Asian and minority ethnic women experiencing violence and harmful practices)

Refuge East European Advocacy Service

Respond (Support for people with learning disabilities and autism)

Rise Mutual (Domestic Abuse Perpetrator programmes and integrated victim support service)

Safer Brent Partnership (Brent's Community Safety Partnership)

Sexual Assault Referral Centre
SignHealth (Support for deaf victims/survivors of abuse)
Solace Women's Aid
West London Victim Support
West London Rape Crisis
Women and Girls Network (Counselling and Advocacy)
Young Brent Foundation

APPENDIX B: Terms of reference

The terms of reference for the task group were to:

To consider the Safer Brent Partnership's approach and progress in reducing violence against women in Brent and make a report and recommendations for the Partnership in addressing this issue. Specifically, the approach and progress in:

- raising awareness and providing protection from domestic abuse and violence
- ii. supporting victims of violence against women and bringing the perpetrators to justice
- iii. raising awareness of Female Genital Mutilation and strengthening pathways for support
- iv. supporting exiting sexual exploitation (including Human Trafficking & Prostitution).

APPENDIX C: References

Relevant Legislation

The Domestic Violence, Crime and Victims Act amended 2012

The Care Act 2014

The Children Act 1989 and 2004

The Serious Crime Act 2015

The Sexual Offences Act 2003

Female Genital Mutilation Act 2003

Home Office 'Domestic Violence & Abuse' (https://www.gov.uk/domesticviolence-and-abuse)

Forced Marriage (Civil Protection) Act 2007

Human Rights Act 1998

Modern Slavery Act 2015

Acronyms

This policy area seems to be particularly beset with acronyms and initials. To assist readers of this report, ones which are commonly used in this policy area, are set out here:

DAHA – Domestic Abuse Housing Alliance

DHRs - Domestic Homicide Reviews

DV - Domestic Violence

DVDS - The Domestic Violence Disclosure Scheme

DVPOs - Domestic Violence Protection Orders

FGM – Female Genital Mutilation

FGMPOs - FGM Protection Orders

ISVA - Independent Sexual Violence Advocacy

IDVA - Independent Domestic Violence Advisors

MARAC - A Multi Agency Risk Assessment Conference

MASH - Multi-Agency Safeguarding Hub

MOPAC - Mayor's Office for Policing and Crime

SARCs - Sexual Assault Referral Centres

SOP - Safeguarding Standard Operating Procedure

VAWG - Violence Against Women and Girls

Types of Domestic Abuse³⁶

Domestic abuse is categorised by any incident or pattern of incidents of controlling, coercive or threatening behaviour, violence or abuse between those aged 16 or over who are or have been intimate partners or family members regardless of gender or sexuality. This can encompass but is not limited to the following types of abuse:

- physical
- emotional
- psychological
- sexual
- financial

Controlling behaviour

Controlling behaviour is a range of acts performed by the abuser and designed to make their victim subordinate and/or dependent. These acts include but are not limited to:

- isolating the victim from sources of support
- exploiting the victim's resources and capacities for personal gain
- depriving the victim of the means needed for independence, resistance and escape
- regulating the victim's everyday behaviour

Coercive behaviour

Coercive behaviour is an act or a pattern of acts of assault, threats, humiliation and intimidation or other abuse that is used by the abuser to harm, punish, or frighten their victim.

³⁶ https://www.met.police.uk/advice/advice-and-information/daa/domestic-abuse/what-is-domestic-abuse/

Physical abuse and sexual abuse

Physical abuse is the use of physical force against someone in a way that injures or endangers that person. The police have the power and authority to protect you from physical attack.

Sexual abuse is a form of physical abuse. Forced sex, even by a spouse or intimate partner with whom you also have consensual sex, is an act of aggression and violence.

Emotional or psychological abuse

Just because you're not battered and bruised doesn't mean you're not being abused. Unfortunately, emotional abuse is often minimised or overlooked – even by the person being abused.

Emotional abuse includes verbal abuse such as yelling, name-calling, blaming, and shaming. Isolation, intimidation, and controlling behaviour also fall under emotional abuse.

Honour-based abuse

There's no honour in threatening or harming vulnerable people with violence. However, a small minority of both women and men experience violence and threats at the hands of their family or community in order to protect their perceived 'honour'. (Family members are defined as mother, father, son, daughter, brother, sister and grandparents, whether directly related, in-laws or step-family.)

Forced marriage

Forced marriage is when one party is threatened or bullied into making a marriage.

Domestic abuse: Killers 'follow eight-stage pattern', study says³⁷

'Men who kill their partners follow a "homicide timeline" that could be tracked by police to help prevent deaths, new research suggests.

Criminology expert Dr Jane Monckton Smith found an eight-stage pattern in 372 killings in the UK.'

Dr Monckton Smith's study looked at 'all cases on the <u>Counting Dead Women</u> website where the woman had had a relationship with the perpetrator - as well as several extra cases such as those of male victims killed by their male partners...'

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³⁷ Eight stage pattern of domestic abuse: https://www.bbc.co.uk/news/uk-49481998

'The eight steps she discovered in almost all of the 372 killings she studied were:

- A pre-relationship **history** of stalking or abuse by the perpetrator
- The romance **developing quickly** into a serious relationship
- The relationship becoming dominated by coercive control
- A **trigger** to threaten the perpetrator's control for example, the relationship ends or the perpetrator gets into financial difficulty
- **Escalation** an increase in the intensity or frequency of the partner's control tactics, such as by stalking or threatening suicide
- The perpetrator has a **change in thinking** choosing to move on, either through revenge or by homicide
- Planning the perpetrator might buy weapons or seek opportunities to get the victim alone
- Homicide the perpetrator kills his or her partner, and possibly hurts others such as the victim's children.'

Who victim had told personally about the partner abuse experienced in the last 12 months, by sex, year ending March 2018 CSEW

Appendix Table 24: Who victim had told personally about the partner abuse experienced in the last 12 months, by sex, year ending March 2018 CSEW^{1,2}

Adults aged 16 to England and Wales 59

England and Wales				
Men	Women	All		
Percentage				
50.8	81.3	72.4		
43.7	73.5	64.8		
25.3	46.2	40.1		
31.6	53.3	47.0		
13.6	11.0	11.8		
26.1	33.4	31.2		
14.7	18.4	17.3		
10.7	20.8	17.7		
5.5	6.9	6.5		
6.6	4.7	5.3		
0.6	1.8	1.5		
24.1	34.2	31.1		
19.6	24.2	22.8		
2.5	10.8	8.3		
4.7	5.9	5.5		
1.2	7.3	5.5		
	50.8 43.7 25.3 31.6 13.6 26.1 14.7 10.7 5.5 6.6 0.6 24.1 19.6 2.5 4.7	Percentage 50.8 81.3 43.7 73.5 25.3 46.2 31.6 53.3 13.6 11.0 26.1 33.4 14.7 18.4 10.7 20.8 5.5 6.9 6.6 4.7 0.6 1.8 24.1 34.2 19.6 24.2 2.5 10.8 4.7 5.9		

Told somebody else or another organisation	3.2	5.1	4.5
Unweighted base - number of adults ³	101	283	384

Source: Crime Survey for England and Wales, Office for National Statistics

Why the victim did not tell the police about the partner abuse experienced in the last year, year ending March 2018 CSEW

Appendix Table 25: Why the victim did not tell the police about the partner abuse experienced in the last year, year ending March 2018 CSEW¹

England and Wales	Adults aged 16 to 59
	Percentage
Told the police	17.3
Unweighted base - number of adults	358
Why not told the police	
Too trivial/not worth reporting	45.5
Private/family matter/not police business	39.5
Didn't think they could help	34.2
Embarrassment	27.5
Didn't want the person who did it to be punished	16.6
Didn't think the police would do anything about it	15.0
Thought it would be humiliating	11.5
Didn't want to go to court	7.4
Feared more violence as a result of involving the	
police	11.4
Didn't think the police would be sympathetic	8.1
Didn't think they would believe me	8.3
Dislike/Fear of police	2.5
Police did not come when called	2.1
Some other reason	15.7
Unweighted base - number of adults	252

Source: Crime Survey for England and Wales, Office for National Statistics

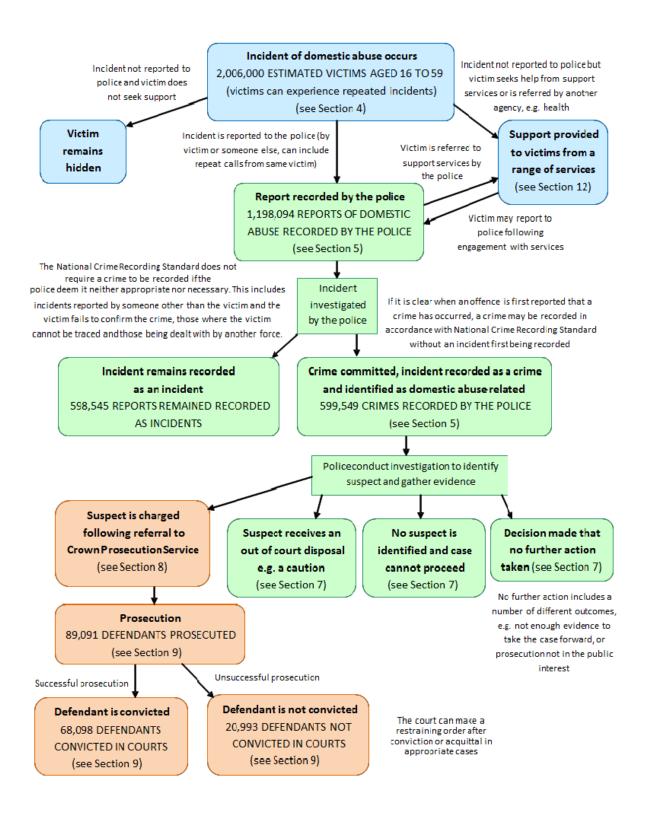
^{1.} This question was asked of abuse experienced in the last 12 months.

^{2.} Due to changes in questionnaire structure, estimates on these questions are not comparable with data prior to year ending March 2011.

^{3.} Unweighted base refers to question on whether victim told someone known personally. Other bases are similar.

^{1.} This question was asked of abuse experienced in the last 12 months.

How data are captured and interlinked across the criminal justice system



Relevant Reports and Policy Documents

Brent Council

- Tacking Violence against Women & Girls in Brent An Overview & Scrutiny Task Group Report, March 2014
- Violence Against Women and Girls April 2020 Overview report from the Community Safety Team
- The Brent Council Domestic Abuse Policy, January 2020
- Domestic and Sexual Abuse Action Plan, November 2019
- Brent Community Safety Partnership Domestic Homicide Review June 2018 Elena: https://www.brent.gov.uk/media/16416878/brent-dhr-elena-executive-summary-access.pdf
- Brent Council, Domestic Abuse Joint Strategic Assessment of Needs, 19/20 https://data.brent.gov.uk/dataset/emkj5/domestic-abuse-jsna-201920
- Brent Council, Brent 2020 Outcome Based Reviews Round 2 Final Report http://democracy.brent.gov.uk/documents/s69757/Appendix%201%20-%20OBR%20round%202%20final%20report.pdf
- Safer Brent Strategic priorities for 2018/21

CPS

 CPS Violence against Women and Girls (VAWG) Strategy 2017–2020 https://www.cps.gov.uk/sites/default/files/documents/legal_guidance/VAWG-Strategy-2017-2020-R01.pdf

Central Government

- Domestic Abuse Bill stages in Parliament: https://services.parliament.uk/bills/2019-21/domesticabuse.html
- Domestic Abuse Bill 2020 Overarching factsheet: https://www.gov.uk/government/publications/domestic-abuse-bill-2020-overarching-factsheet
- Dame Vera Baird QC Victims' Commissioner for England and Wales: 2019/20
 Annual Report: https://victimscommissioner-2019-to-2020/
- Ending Violence against Women and Girls the cross-Government VAWG 2016—2020 strategy and action plan
 https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/522166/VAWG_Strategy_FINAL_PUBLICATION_MASTER_vRB.PDF
- Government advice on applying for a Domestic Abuse injunction https://www.gov.uk/injunction-domestic-violence
- ONS: Domestic Abuse in England and Wales: year ending March 2018 https://www.ons.gov.uk/peoplepopulationandcommunity/crimeandjustice/bulletins/domesticabuseinenglandandwales/yearendingmarch2018

Housing

- Domestic Abuse Housing Alliance accreditation: https://www.dahalliance.org.uk/what-we-do/accreditation-for-housing-providers/
- https://homefinderuk.org/domestic-abuse-relocation-service-revive

LGBTQ+

- Safe Lives: Spotlight #6: LGBT+ people and domestic abuse: https://safelives.org.uk/knowledge-hub/spotlights/spotlight-6-lgbt-people-and-domestic-abuse
- House Proud: https://www.houseproud-lgbt.com/about-us

Local Government Association

 LGA - Tackling domestic abuse during the COVID-19 pandemic: Resource for councils

https://www.local.gov.uk/sites/default/files/documents/Domestic%20Abuse%20Guide%20UPDATED%20as%20of%2011%20May%20%28PM%29.pdf

Mayor of London

- Mayor's Violence Against Women and Girls Strategy 2018-2021, March 2018 https://www.london.gov.uk/mopac-publications/mayors-violence-against-women-and-girls-strategy-2018-2021
- COVID19 Emergency Response Victims of Violence Against Women and Girls, Deputy Mayor, Policing and Crime, May 2020 <a href="https://www.london.gov.uk/what-we-do/mayors-office-policing-and-crime-mopac/governance-and-decision-making/mopac-decisions-0/covid19-emergency-response-victims-violence-against-women-and-girls

NHS and Brent CCG

 NHS England: Domestic abuse during COVID-19: a reminder of advice for NHS staff

https://www.england.nhs.uk/coronavirus/wp-content/uploads/sites/52/2020/05/C0376-domestic-abuse-duringpcovid-19-letter.pdf

 West London CCG Domestic Violence/ Abuse policy: https://www.westlondonccg.nhs.uk/application/files/5115/9861/2430/DVA_policy_2018_V_4_2.pdf

Other studies

- Eight stage pattern of domestic abuse: https://www.bbc.co.uk/news/uk-49481998
- Counting Dead Women: https://kareningalasmith.com/counting-dead-women/
- Women's Budget Group: https://wbg.org.uk/blog/we-need-a-way-out-for-migrant-women-experiencing-domestic-abuse-in-lockdown/





Cabinet 7 December 2020

Report from the Director of Finance

Draft Budget 2021/22 – 2022/23 and Medium Term Financial Outlook

Wards Affected:	All
Key or Non-Key Decision:	Key
Open or Part/Fully Exempt:	Open
No. of Appendices:	Four: Appendix A: Savings Delivery Tracker Appendix B: Summary of new 2021/22 - 2022/23 budget proposals Appendix C: Detailed budget templates for new 2021/22 - 2022/23 budget proposals Appendix D: HRA Business Plan
Background Papers:	None
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1.0 Purpose of the Report

- 1.1 The purpose of this report is to set out the Council's budget proposals for 2021/22 and beyond. As a result of the impact of COVID-19, this report sets out the current estimated financial impact of the pandemic on the Council and the estimated impact on the Medium Term Financial Strategy (MTFS).
- 1.2 This report renews the MTFS, which is the Council's overarching financial planning document. The MTFS contains forecasts for the financial position of the Council's General Fund revenue budget, as well as providing a framework within which financial planning is undertaken for the Housing Revenue Account, the Dedicated Schools Grant and the Capital Programme.
- 1.3 It should be recognised, however, that forecasting over the medium term has been, and continues to be, extremely difficult. There is a high level of uncertainty over the medium term due to the Government's short-term funding settlements, delays in funding reforms, the effects of COVID-19 on residents and businesses in the borough and the impact of Brexit.
- 1.4 Prior to COVID-19, the MTFS agreed by Council in February 2020 set out a plan to deliver £13.5m of savings (profiled £7.4m in 2020/21, £4.3m in 2021/22 and £1.8m in 2022/23) in order to deliver balanced budgets over the three year period. In July 2020, Cabinet received an early assessment of the financial impact of COVID-19, with estimated recurring pressures that could impact on future budget setting. This was an estimate based on the limited information available at the time as the exact gap is inherently uncertain simply because of the number of variables to be estimated, the impact of COVID-19 and associated government interventions.
- 1.5 The report outlines the approach being taken to address the budget gap now expected as a result of new or continued income and expenditure pressures that are expected to arise due to COVID-19. In doing so, it must be recognised that the situation remains ongoing and it is extremely difficult to make a full, definitive and comprehensive assessment of the financial impact. As such, the figures in this report are based upon best estimates and forecasts and will therefore be subject to change. The significance of the financial challenge cannot be underestimated, however the measures outlined in this report aim to ensure that the Council continues to operate in a financially sustainable and resilient way.
- 1.6 The Council has therefore now brought forward a series of new proposals which, if approved following consultation and scrutiny, would be implemented between 2021/22 and 2022/23. Taken together with the new proposals and updates to budget assumptions introduced by way of this report, if these were all to be agreed, it is expected that the budget for the next two years would be balanced, subject to the outcome of the consultation and scrutiny processes and any other material changes to circumstances. The new savings proposals for 2021/22 and 2022/23 are summarised in Appendix B and full details of each of the proposals are set out in Appendix C.

- 1.7 This approach will place the Council in a strong financial position, as planning the budgets for future years well in advance will enable sensible phasing of the implementation of proposals to minimise the impact on services to residents.
- 1.8 It is worth noting that prior to the Spending Review, and given the uncertain medium term financial outlook, the Council would have needed to consider more difficult savings proposals to reduce the expected budget gap, for example reductions to front line services. As described later in the report, the one year Spending Review provides additional flexibilities to manage the financial impact of COVID-19 next year, however there remains significant uncertainty over the medium term in the absence of a longer term Spending Review and the outcome of other significant reforms to Local Government funding, for example the Fair Funding review and reforms to the business rates regime. As a result, further savings could be required in future years.
- 1.9 That being said, the new proposals for 2021/22 and 2022/23 are designed to limit, as far as possible, service reductions and the impact on front line services particularly during these challenging times. For example, the new proposals include expected gains from re-procurement of major contracts, service transformations and efficiency savings. This does not mean that delivering these planned savings, if approved, will be managerially straightforward, or that front-line services will be entirely unaffected, or that they can be achieved without staffing reductions, but it is nonetheless the case that the new proposals set out in this report do not include the wholesale cuts to services that many Councils are considering and indeed implementing.
- 1.10 In summary, the key features of the 2021/22 budget are:
 - A Council Tax increase of 4.99%, making a Band D Council Tax of £1,378.26 (for the Brent element). The GLA precept is unknown at this stage and is subject to their own decision making and consultation processes.
 - New budget savings proposals of £5.1m to be delivered between 2021/22 and 2022/23, as set out in Appendices B and C.
- 1.11 The process following this Cabinet meeting is: -
 - Proposals, together with any changes made by Cabinet, to form the basis of consultation between December 2020 and February 2021 with local residents, businesses and other key stakeholders;
 - Resources & Public Realm Scrutiny Committee to review the budget proposals and report accordingly;
 - General Purposes Committee, in December 2020, will review the calculation of the Council Tax base; and

 After consultation, a budget report will be presented for Cabinet to recommend a final budget and Council Tax to the February 2021 Council meeting.

2.0 Recommendation(s)

- 2.1 That Cabinet notes the overall financial position.
- 2.2 That Cabinet agrees to consult on the new budget proposals, as set out in Appendices B and C.
- 2.3 That Cabinet agrees to consult on a Council Tax increase of 4.99% in 2021/22.
- 2.4 That Cabinet endorses the approach to the statutory process of consultation, scrutiny and equalities between December 2020 and February 2021, as set out in section six of this report.
- 2.5 That Cabinet endorses the changes to the technical budget assumptions underpinning the budget, as set out in section four of this report.
- 2.6 That Cabinet notes the position with regard to the funding for Schools and the Dedicated Schools Grant, as set out in seven eight.
- 2.7 That Cabinet agrees to consult on a rent increase of 1.5% (CPI + 1%) for the 2021/22 Housing Revenue Account budget, as set out in section eight and Appendix D.
- 2.8 That Cabinet notes the position with regard to the Capital programme, as set out in section nine.

3.0 Current Financial Context

- 3.1 In February 2020, Council agreed a Medium Term Financial Strategy (MTFS) that sought to provide the financial framework for the years 2020/21 to 2022/23. The programme, developed through a combination of effective financial management and cost control and more innovative approaches to investment and demand management, set out the delivery of £13.5m of savings (profiled £7.4m in 2020/21, £4.3m in 2021/22 and £1.8m in 2022/23) in order to deliver balanced budgets over the three year period. This followed a period of 10 years where, as a result of significant reductions in government funding and the challenges posed by new legislation, the Council had been obliged to make an unprecedented £174m of savings, despite an increase in demand for key services.
- 3.2 At the time the MTFS was agreed in February 2020, it was also recognised that while the Council remained in a strong financial position, there were significant medium term financial risks that needed to be taken account of and managed to ensure the Council remained financially resilient. Most notably, these were around the uncertain funding outlook for local government, uncertainty around the long term funding for adult social care and emerging pressures in children's services.

- 3.3 Therefore, it should be noted that the Council was already operating in a significantly challenging financial environment prior to the outbreak of COVID-19.
- 3.4 On 25 November 2020, the Comprehensive Spending Review (CSR) was announced. This had been due to set departmental government budgets, including Local Government, for three years. However, due to the economic disruption caused by COVID-19, the Treasury opted to make the review a single year for 2021/22 only, the second successive single year spending review. Nevertheless, while further emergency funding was announced for Local Government, the precise outcome for individual authorities will not be known until the Provisional Local Government Finance Settlement, usually announced in mid-December. This means that Brent, like all other local authorities, will need to continue to plan with little or no funding certainty over the medium term.
- 3.5 The Government will provide an additional £1.55 billion of grant funding to local authorities to meet additional expenditure pressures as a result of COVID-19. Of this it is estimated that Brent's share could be in the region of £9m. Whilst this additional funding is welcome, the funding is considered one off. One off funding does not provide the certainty required to plan long term, but does provide a degree of flexibility in managing the MTFS.
- 3.6 The underlying core settlement includes £300m of new grant funding for adult and children's social care. Of this it is estimated that Brent's share could be in the region of £2m. Unlike the COVID-19 grant, this grant is assumed to be a recurring source of funding due its inclusion in the core settlement.
- 3.7 The Spending Review also confirmed that the existing Social Care Grant, Improved Better Care Fund, and Revenue Support Grant will continue at 2020/21 levels.
- 3.8 Other announcements include compensating Local Authorities for 75% of in irrecoverable loss of council tax and business rates revenues and a hardship grant to support household that are least able to afford council tax payments. Further details of individual allocations are expected to be announced in the Provisional Local Government Finance Settlement, expected in mid-December. Again, while this funding is welcome, it is one off funding that will support the 2021/22 budget only and not the medium term budget position where the impact of COVID-19 is likely to have a long standing impact.
- 3.9 Councils will be able to increase Council Tax by up to 5% without a local referendum, an increase of 1% compared to what was allowed in 2020/21. The main Council Tax referendum threshold will remain at 2 per cent in 2021/22 and in addition, local authorities will be able to levy a 3% adult social care precept. Section four of this report sets out the rationale for increasing Council Tax in 2021/22.
- 3.10 In addition, the CSR did not address a number of long-standing funding issues that remain unresolved which include:

- Details and revised timeline of the 'Fair Funding Review' and Business Rates baseline reset.
- Business Rates Revaluation postponement from 2021 to 2023.
- Long-term funding arrangements for Social Care
- 3.11 This being the case, and due to the scale of the budget gap arising out of new income and expenditure pressures, some decisions will be required in advance of the Local Government Finance Settlement to enable the budget to be balanced next year. A programme of further savings are therefore being put forward for consultation now so they can be fully delivered in time for 2021/22. These proposals are set out further in section five of this report. Where possible, these are designed to protect front line services as much as possible.
- 3.12 Like all Local Authorities, dealing with the impact of COVID-19 has resulted in major spending pressures across the Council. There are costs arising from a number of new functions such as providing support to shielding residents as well as sourcing and supplying personal protective equipment (PPE) for other organisations. At the same time there has been a significant reduction in income received, particularly in relation to sales, fees, charges and local tax income.
- 3.13 As reported to Cabinet in July 2020, the estimate of the financial impact of COVID-19 was £48m, up from £35m estimated in April 2020. At the date of dispatch of this report, the impact is estimated at £44m. This is inclusive of additional expenditure pressures as a result of the outbreak (e.g. personal protective equipment for carers and front line staff, emergency accommodation for rough sleepers, overflow mortuary, support for residents that are shielding, etc.), loss of income (fees, charges and other income from planning and building control, parking, rents, venue hires, etc.) and slippage of 2020/21 savings plans.
- 3.14 Since the start of the pandemic local government has received £4.6 billion in general non-ring fenced funding, with Brent's share being £31m. In addition, further funding is being provided through a sales, fees and charges compensation scheme. Under the scheme, local authorities absorb losses up to 5% of their planned 2020/21 sales, fees and charges income, with government compensating them for 75% of losses thereafter. However, the scheme does not cover all forms lost income, for example commercial or residential rents. The Council estimates that approximately £4m to £6m of funding will be received through the scheme, albeit this has not been confirmed by government.
- 3.15 Further details of these pressures and actions being taken to manage the 2020/21 position were reported to Cabinet in October 2020 in the Q2 Financial Report and the next update is planned for Cabinet in January 2021.
- 3.16 Clearly, the government funding received thus far has gone some way to relieve immediate financial pressures. Governments' commitment to give all Councils the resources they need to support their residents and businesses through this pandemic cannot waver. At this stage, the level of government funding currently agreed is lower than the expected financial pressures over 2020/21. The Council, alongside both the Local Government Association (LGA) and London Councils, will continue to engage with government to press for further funding support.

- 3.17 The budget process is designed to ensure that it is priority led so that resources are aligned with council priorities and statutory responsibilities, as set out in the Borough Plan. The changing context within which the council operates and the unprecedented challenges facing it mean this is the right time to refocus efforts, looking at new ways of meeting existing challenges and the need to respond to new ones, building on the learning from the past year. It is right that the focus is on supporting the most vulnerable and tackle inequalities.
- 3.18 Work is therefore underway to refocus the Borough Plan. It is proposed that the priorities contained within the future Plan (2021-2024) retain continuity with the previous Plan but with an increased emphasis on tackling these five cross-cutting priority areas:
 - 1. Tackling Homelessness
 - 2. Health Inequalities
 - 3. Youth Opportunity
 - 4. Climate Change
 - 5. Employment and Training Support
- 3.19 The principles of equality of opportunity, fairness and quality of life for all both in terms of how we work with the community and in our role as an employer are the cornerstones of the approach. The focus is to reduce inequality by understanding and addressing its causes, designing and implementing programmes and initiatives to help ensure that a better quality of life is enjoyed by as many people as possible in the borough. The priorities in this plan recognise that the issues influencing people's lives are complex and interlinked. Every opportunity will be used to reduce inequality and tackle poverty across the borough, working across sectors and service areas and using evidence to ensure resources are deployed with maximum effectiveness and to monitor success.

4.0 Update on Key Budget Assumptions

Review of 2020/21 - 2022/23 savings plans

- 4.1 The current MTFS contains £13.5m of savings that are required to be delivered between 2020/21 and 2022/23, in order to deliver balanced budgets in those years. Prior to COVID-19, it would have been expected to see the majority, if not all, of the proposals to be on track to be delivered. Understandably, immediate service priorities have changed as part of the emergency response to the outbreak, as well as managing the additional income and expenditure pressures arising on existing budgets, which inevitably would have an impact on the delivery of some savings plans previously agreed by Council.
- 4.2 Following the COVID-19 outbreak, the current assessment of the delivery of the £7.4m 2020/21 savings is that £2.6m is on track to be delivered this year, £4.6m can still be delivered but will slip to 2021/22 and £0.2m is not currently considered

achievable. In addition, it was previously assumed that the £4.3m and £1.8m of savings planned in 2021/22 and 2022/23 respectively would be delivered in full. The latest assessment of this position is that savings of £0.2m are not considered achievable and the remainder are on track to be delivered. This is set out in detail in the Savings Delivery Tracker (attached in Appendix A) and is summarised in the table below.

Table 1: Original profile of savings previously agreed.

Department	2020/21 original saving (£000)	2021/22 original saving (£000)	2022/23 original saving (£000)	Total
Community Wellbeing	4,245	2,920	680	7,845
Regeneration & Environment	835	595	230	1,660
Children & Young People	1,591	425	0	2,016
Assistant Chief Executive	258	0	100	358
Chief Executive	50	0	200	250
Customer & Digital Services	425	340	560	1,325
Total	7,404	4,280	1,770	13,454

Table 2: Status of savings following review.

	2020/21 original saving (£000)	2021/22 original saving (£000)	2022/23 original saving (£000)	Total
Savings on track to be delivered	2,828	4,095	1,740	8,663
Slippage on delivery but still achievable	4,341	0	0	4,341
Savings unachievable	235	185	30	450
Total	7,404	4,280	1,770	13,454

Table 3: Status of savings by department.

Department	Savings on track to be delivered (£000)	Slippage on delivery but still achievable (£000)	Savings unachievable (£000)	Total
Community Wellbeing	4,375	3,470	0	7,845
Regeneration & Environment	1,210	0	450	1,660
Children & Young People	1,145	871	0	2,016
Assistant Chief Executive	358	0	0	358
Chief Executive	250	0	0	250
Customer & Digital Services	1,325	0	0	1,325
Total	8,663	4,341	450	13,454

4.3 Overall, from a financial planning and budget setting point of view, the analysis above is broadly positive at this stage in that the majority of savings (63%) are on track to be delivered and the majority of the remainder (34%) will still be delivered but there will be a degree of slippage. This suggests that, other than re-profiling between years, the savings previously agreed should continue to be embedded in the MTFS while mitigating actions are considered for savings currently considered as unachievable.

Departmental pressures

- 4.4 It is clear that the impact of COVID-19 will be felt beyond 2020/21 and will have a significant legacy impact on the MTFS making it highly unlikely that a number of budgets, either income or expenditure, will return to their pre COVID-19 levels. Cabinet received a report in July 2020 that provided an early estimate of potential recurring pressures. These estimates were based on the limited information available at the time and have since been reviewed.
- 4.5 Managing ongoing demand-led pressures remains a key aspect of the MTFS. The table below sets out the existing annual growth assumptions, or estimated increases in unavoidable expenditure, that are built in to the MTFS, for example contract inflation, pay inflation, meeting the cost of providing existing services for a growing population, etc. For the avoidance of doubt, these expenditure assumptions represent the annual costs, all else being equal, that would have to be incurred just to stand still. These expenditure assumptions have also been reviewed and a summary of these growth and cost pressures are shown in the table below.

Table 4: Existing Growth / Cost Pressures.

Assumption	Extra cost per annum (£m)	Description		
Demography	3.5	Estimated annual cost of providing the same services to a growing population.		
Payroll	1.5	Adjusted to reflect the public sector pay freeze, while allowing for grade drift and other remuneration proposals.		
London Living Wage	1.5	Assumed average annual cost of making more contracts LLW compliant.		
Contracts	3.5	Primarily based on 2% inflation and known contractual commitments.		
Transport	0.8	Transporting children with Special Educational Needs.		
Technical	1.0	Pensions, levies (e.g. West London Waste Authority) and other technical items.		
Capital financing	0.2	Interest and debt repayment costs for the capital programme.		
Total Growth	12.0			

- 4.6 While these growth assumptions have largely been in place for over five years, the only material change is to the payroll inflation assumption. The Spending Review announced that there will be a public sector pay freeze, other than for frontline NHS workers and people earning below £24,000. The previous MTFS had assumed a pay award of 2.75% in line with the award in 2020/21. Other than allowing for pay grade drift, as well as accommodating other remuneration proposals, reduces this growth assumption to £1.5m in 2021/22.
- 4.7 As set out earlier in the report, due to the current period of unprecedented financial uncertainty, the new additional growth pressures have been modelled using three scenario cases set out in the table below. Predicting the future is inherently risky, so it is prudent to explore as many different cases of what could happen as is reasonably possible under the current circumstances. While the scenarios modelled are unique to each category of growth, including the assumptions that underpin those scenarios, the process of examining and evaluating possible impacts across different budgets is a key part of the decision making process. Overall, the range of possible outcomes is between £5m and £20m, and the current working estimate is that £13m ('central case') of additional growth will be required in 2021/22 to manage the impact of COVID-19.

Table 5: 2021/22 MTFS Scenario Model.

Description	Best case (£m)	Central case (£m)	Worst case (£m)	Comment
PPE	PPE 0.5 1.0 2.0		Likely increase in the cost of care, whether the Council funds it directly or care homes source their own.	
Homelessness	essness 1.0 1.5 2.0		2.0	A continuation of pandemic response measures will require additional resources for managing homelessness, which will be further impacted by the worsening economic situation.
Housing Needs rent	0	1.0	1.5	Estimate based on current levels of collection and increase in bad debts.
Children's Social Care	0.5	1.0	1.5	Pressures arising within the Children and Young People with Disabilities (0-25) care at home and direct payment budgets.
Transport	0	0.5	1.5	Pressure arising due to social distancing measures.
Council Tax Support	1.0	2.0	3.0	Increase in working age caseloads.
Income generation	2.0	5.0	7.0	Income generated in the Regeneration & Environment department across various lines of business. Advertising and sponsorship income, conference and events income, Registrars and Nationality income and other traded services are affected.
Allowance for uncertainty	0	1.0	1.5	Further slippage of existing savings plans or new emerging pressures.
Total pressures	5.0	13.0	20.0	

- 4.8 Forecasting growth under normal circumstances is challenging and the task has only increased as a result of COVID-19. Scenario modelling of assumptions continues to be undertaken across all income and expenditure budgets, in particular demand led services. In many cases, and in particular on income lines, estimates are based on evidence available at the time of writing this report.
- 4.9 For the avoidance of doubt, the new expenditure assumptions are estimated to create a budget gap of anywhere between £5m and £20m, excluding changes to income assumptions (Council Tax, Business Rates and government funding). £13m is the 'central case' that is being taken forward and further proposals are

- set out, by way of this report, to close the budget gap in order to deliver a balanced budget for 2021/22 and 2022/23.
- 4.10 However it must be stressed that the estimates shown are based on a number of assumptions which are subject to constant change. It is incredibly difficult to predict the implications of the changes to the furlough scheme, how the general economy will recover after COVID-19 and what will happen as Brexit approaches. This uncertainty runs alongside existing budget pressures including social care demand, demographic changes, housing and homelessness.
- 4.11 In addition to the growth assumptions that are being proposed, and as mentioned earlier in the report, the Council is committed to delivering the refocused Borough Plan. Likewise, the MTFS will need to ensure that it provides a framework to enable and support the delivery of these initiatives. Therefore, as part of the budget setting process for 2021/22, it is proposed to allocate an initial budget of £1m while specific proposals are developed.
- 4.12 Finally, of the £13m of additional COVID-19 related growth to be built into the MTFS for 2021/22, it is reasonable to assume that a proportion will not be required in future years, while recognising the removal of one off government funding in 2022/23. For modelling purposes, this is estimated at £4m and will be reviewed as part of the 2022/23 budget setting process.
- 4.13 The commitment to fund ongoing demand led pressures is the most appropriate approach to support the MTFS refresh process, which will be kept under close review to ensure that the budget presented to Cabinet in February 2021 reflects the most accurate and up to date impact of COVID-19 and other pressures in the Council's medium term financial position.

Council Tax

- 4.14 Council Tax is one of the most significant sources of income for the Council, making up £128.1m (or 44%) of total core funding in 2020/21. The MTFS agreed by Council in February 2020 included an assumed Council Tax increase of 3.99% in 2021/22, the same as in 2020/21, where 2% is ring fenced for Adult Social Care and 1.99% represents general funding for Council services.
- 4.15 The Spending Review announced that Local Authorities will be able to increase Council Tax by up to 5% without a local referendum, an increase of 1% compared to what was allowed in 2020/21. The main Council Tax referendum threshold will remain at 2 per cent in 2021/22 and in addition, local authorities will be able to levy a 3% adult social care precept. Like last year, the Government's financing assumption is that all councils will act on this and increase council tax by the maximum amount possible. It should be noted that the additional income generated through the Adult Social Care precept alone does not cover the total growth requirement for Adult Social Care pressures.
- 4.16 COVID-19 has increased existing pressures in Adult Social Care. There has been a significant increase in demand for acute Mental Health beds and a wider increase in demand for mental health services, both in working age adults and

older people living with dementia, particularly connected to disrupted routines and social isolation. There has also been growth in the number of people approaching the council with multiple needs. This is usually connected to the breakdown of difficult housing conditions and where self-neglect and hoarding is also becoming a problem. There has also been additional growth in Safeguarding Adults. In addition, an increase in demand for support is expected due to people living at home with their family and carers, where restrictions have increased isolation.

- 4.17 Taking into account the unprecedented pressures within social care and the financial position in the round, the budget has been prepared on the basis of a 4.99% increase in the Brent element of Council Tax. This will add £6.4m of recurring income to the MTFS. While it is acknowledged that increasing Council Tax will be difficult for some households, it should also be recognised that the Council Tax Support scheme is in place to limit the impact on the most vulnerable households.
- 4.18 The GLA precept, which makes up c20% of the overall Council Tax bill, is unknown at this stage and is subject to their own decision making and consultation processes.
- 4.19 When assessing the likely impact of COVID-19 on estimated income from Council Tax contained within the MTFS, there are three significant factors to consider:
 - Council Tax Support (CTS) expenditure,
 - · Short and long term collection rates, and
 - Growth in the tax base.
- 4.20 Nationally, there has been an unprecedented increase in the number of Universal Credit claims received by the Department for Work and Pensions. People who are eligible for Universal Credit are also eligible for some form of CTS with the Council, depending on their level of income. This is important because an increase in CTS expenditure reduces the amount of Council Tax that is able to be collected. As at the end of November 2020, 1,475 additional applications for CTS were awarded, an increase of 9% compared to April 2020 at a cost of c£1m and current projections suggest this will continue to increase throughout 2020/21.
- 4.21 The Government has provided Brent with a hardship grant of £3.9m to help further support individuals in paying their Council Tax. In line with the government guidance, Brent has been reducing bills by up to £150 for over 7,000 working age households that receive some help through the CTS scheme but still currently pay something towards their Council Tax. According to the grant conditions, the hardship grant is not allowed to fund the general increase in CTS expenditure. Therefore, in order to fully utilise the funding made available, the Council launched a Residents Support Fund, which provides grants and interest free loans to help residents suffering financial hardship due to COVID-19. In the Spending Review, an extension of the hardship grant was announced for 2021/22, although individual Local Authority allocations have yet to be announced.

- 4.22 In addition to the government support provided, the Council has not taken any new recovery action if residents are temporarily unable to pay Council Tax and postponed new debt recovery action for households falling into Council Tax arrears. Nonetheless, recovery action is planned to resume later in the year as it is important that any income due to the Council is collected to fund key council services.
- 4.23 The judgement to be made with regards to financial planning is the extent to which this level of CTS expenditure is expected to continue. The projections from the Office for Budget Responsibility, published alongside the Spending Review, suggest that the long term economic impact of COVID-19 could result in high levels of unemployment, and likewise high levels of Universal Credit and CTS expenditure, in the medium term. At this stage of the budget development process it is deemed prudent to build an increase of £2m of recurring growth in the MTFS, which represents the central case of an increase in working age claimants.
- 4.24 Another factor that could affect Council Tax income is a reduction in the collection rate. Typically, in-year collection for Brent is around 96% and over a longer period of time will reach around 98%, which is built into the MTFS model and is broadly comparable to other London boroughs. Based on current modelling, a reduction in the 2020/21 collection rate of 3% is expected, which would result in a £4.8m reduction of income. Clearly this is significant, however it is expected that collection will continue to be attempted in future years and reach the long-term collection rate target.
- 4.25 As a result of the postponement of normal debt recovery action, it is too early to be able to estimate the short and long term impact on collection. That being said, it is deemed prudent to reduce the long term collection rate in the MTFS in order to reflect the reality that there will be an impact on collection, albeit unknown, while acknowledging the Council holds provisions for writing off debt that will not ultimately be collected.
- 4.26 In the Spending Review, it was announced that the government would fund 75% of irrecoverable loss of Council Tax and Business Rates revenues in 2021/22 that would otherwise need to be funded in 2021/22 and later years (i.e. collection fund deficits being dispersed). While the additional funding is welcome, these compensation schemes still mean that Local Authorities will be funding 25% of their income losses. Officers await further details about how the scheme will operate and the estimated allocations of funding.
- 4.27 The calculation of the tax base (and likewise the collection rate) is one of the technical stages in the process of setting the Council Tax and is to be considered by the General Purposes Committee on 7 December 2020. Brent, like all Local Authorities, has to work out how much next year's band D Council Tax should be so that the total tax that will be collected equals the budget required to pay for its services. In effect, the tax base represents the aggregate taxable value of all residential property in Brent. The Council Tax base was previously assumed to grow at 1.5% per year annum (or around 1,500 properties) and contributes nearly 30% to total budgeted Council Tax income in the MTFS. Therefore, if the rate of

new housebuilding in the borough slows down as a result of COVID-19 the total amount of Council Tax income collected will be less than planned. The extent to which this impact is long term, will mean further savings and expenditure reductions will need to be found to balance the overall budget.

4.28 Data compiled by the council from a number of sources, including the planning department and directly from developers, shows a number of consented schemes are likely to complete towards the end of 2020/21 followed by a slow-down in 2021/22. This general trend is also supported by new Council Tax registrations that are currently awaiting banding by the Valuation Office Agency. On this basis, it is recommended to reduce the tax base growth for budget setting purposes from 1.5% to 1%, reducing the budgeted growth from Council Tax by £0.7m from 2021/22.

Business Rates

- 4.29 The Council remains committed to supporting local businesses through this crisis. Funded by government, the Council has processed a range of reliefs for various businesses across the retail, hospitality, leisure and other sectors. This has significantly reduced the amount of rates due to the Council with the reduction estimated at £60m. In addition, the Council has administered direct grants to local businesses totalling £64.3m across 4,327 businesses. These are in the form of individual grants worth £10,000 £25,000 depending on the size of the business. In addition, the council provided 561 £5,000 grants under the government's discretionary grant scheme to local businesses suffering financial hardship. As the country enters a second national lockdown period, the Council will also be responsible for administering the government's new Local Restrictions Grant scheme providing grants to a wider range of businesses of up to £3,000 for every four week period they have to remain closed.
- 4.30 Irrespective of the range of support provided to businesses by Local Authorities, including the support provided directly by government (job retention scheme, loans, tax deferrals, etc.), it is inevitable that some businesses will be unable to pay their business rates, some businesses may be unable to trade effectively and some may be impacted by a reduction in customer demand. This will lead to an increase in bad debt and a loss of income collected on behalf of the Council, the GLA and government. The amount that was planned to be collected was £130.5m and, as a result of mandatory reliefs funded by government, the amount that is able to be collected is now £76.3m. At present, collection is 16% lower than that planned, however this is masked by the number of payment deferrals that have been granted to support businesses through the pandemic. The inyear collection rate for 2020/21 is forecast to be between 80-90% of amounts due by the end of the year, increasing the levels of debt outstanding that will be pursued over time.
- 4.31 The Government designated a pan-London business rates pool in 2018/19, which piloted 100% retention in that year, and was revised to pilot 75% retention in 2019/20. For 2020/21 the Government decided not to renew the London pilot, and for London to revert back to the pre-existing 2017/18 67% retention scheme (30% borough share, 37% GLA share, 33% Government share).

- 4.32 Pooling allows authorities to be treated as if they were a single entity for the purposes of calculating tariffs, top ups, safety net payments and levies. The financial benefit comes from the pool overall paying a lower levy on growth than the boroughs would paid individually. Within the system, a safety net exists that would prevent local authorities' income from falling below a certain level. This would provide protection for authorities who saw significant reductions in their business rate income.
- 4.33 London Councils has been undertaking financial modelling on the potential impact of a deficit on the pool, and individual boroughs, following the submission of forecasts from each London borough. To date, the results have shown that while there has been an overall slight reduction in collection currently forecast across London and increases in bad debt provisions, there is still an overall benefit from pooling business rates rather than acting as individual boroughs.
- 4.34 It should be noted that Brent's proportion of the pool is relatively small, at 2%, compared to some boroughs with a larger stake (LB Westminster, LB Camden and the City of London contribute nearly 50% of all business rates collected in London) and so changes within the Brent have a small impact on the overall pool. However, reductions replicated across the pool, or concentrated in boroughs with large contributions to the pool, will have a big impact on the overall outturn for the pool.
- 4.35 With regards to future budget assumptions, if the current circumstances continue to impact business rates throughout 2021/22, then a possible shortfall of up to £5m compared to the business rates income currently reflected in the MTFS might arise. This is due to growth in business rates that was previously expected (around 2-3% per annum) that is now not likely to materialise. In addition, no extension of the 2020/21 retail reliefs were announced in the Spending Review, further reducing the confidence and reliability of this income stream. At this stage of the budget development process, this adjustment to the business rates assumption is the recommended action while the impact on rateable values, possible business failure arising at the end of the new furlough scheme in March 2021 and collection rates remain highly uncertain.
- 4.36 In the longer term, uncertainty arising from the impact of changes to the business rates retention scheme, from changes such as the resetting of the baseline above which retained growth is measured, and business rates revaluation, have been removed by postponing them to 2022/23. However, this has been replaced by a fundamental review of business rates, for which evidence is being gathered by central Government, which could place the whole future of this key income stream into question.

Government Funding

4.37 As reported earlier, the one year Spending Review set out the total quantum of funding for the sector for 2021/22 only, albeit detailed allocations will not be announced until the Local Government Finance Settlement, expected in mid-

December. The challenge with regards to medium term financial planning, particularly regarding government funding, is making a judgement about what should be assumed in the MTFS beyond the current spending round. For example, Revenue Support Grant (RSG) had been decreasing by c20% per annum since 2013/14 (£116m in 2013/14 vs £24.9m in 2020/21) and with no certainty beyond 2020/21 it was not unreasonable to assume that future settlements would continue the previous trend.

4.38 Likewise, the additional funding provided for social care in the form of the Social Care Support Grant and the Improved Better Care Fund have, since 2018/19, been one year grants announced at each spending round. This lack of long term clarity has meant that the MTFS has assumed prudent assumptions about future government funding. While this is a normal part of risk management within budget setting, building some assumptions that things can get worse, or better, is part of the challenge, as well as making an assumption about which grants will continue post 2021/22 and at what level. Assuming these grants will continue to be received in 2022/23 is not without risk, however, at this stage of the budget development process it is not unreasonable to assume that these grants would continue. It is highly unlikely the government would cut these grants at a time when the Local Government sector is supporting the national effort in managing the impact of COVID-19.

5.0 Calculation of budget gap and draft budget proposals

- Prior to the outbreak of COVID-19, the budget agreed by Council in February 2020 was balanced between 2020/21 and 2022/23. This meant that, subject to consultation and any other material changes to circumstances, no new savings proposals would have needed to be developed to achieve a balanced budget in 2021/22, which is the Council's minimum legal requirement.
- As noted earlier in the report, based on information, data and modelling undertaken to date, the current estimate is that ongoing or one off cost pressures in the region of £5m ('best case') and £20m ('worst case') are expected from 2021/22 across all service areas. £13m per annum is the current 'central case' and is proposed to be taken forward as part of this draft budget. In addition, with regards to income, factoring in changes to assumed income from Council Tax (increase in Council Tax, increase in Council Tax Support expenditure, reductions in the tax base growth and the collection rate), Business Rates (removal of future growth), recognition of government funding confirmed in the Spending Review (Revenue Support Grant, Social Care Support Grant, Improved Better Care Fund and one off COVID-19 funding) has the effect of reducing the budget gap. The overall budget gap (the difference between the Council's anticipated total expenditure and forecast total income) is estimated to be £5.1m between 2021/22 and 2022/23, as shown in the table below.

Table 6: Overall Financial Position

	2021/22	2022/23	
	£m	£m	
Expenditure			
Assumed budget brought forward before in- year growth and savings	288.3	297.0	
Demographic Growth	3.5	3.5	
Other Growth	9.5	10.0	
COVID-19 Growth	13.0	(4.0)	
Total Expenditure	314.3	306.5	
Income			
Revenue Support Grant	25.1	25.1	
Specific Grants	50.0	41.2	
Total funding from Central Government	75.1	66.3	
Council Tax	135.7	142.5	
Business Rates	95.0	95.0	
Total funding from residents and businesses	230.7	237.5	
Total Income	305.8	303.8	
Savings required (Expenditure less Income)	8.5	2.7	
Savings agreed in February 2020	4.3	1.8	
Budget gap / Savings required - Incremental	4.2	0.9	
Budget gap / Savings required - Cumulative	4.2	5.1	

Draft budget proposals

5.3 As part of the budget setting process for 2021/22 and 2022/23, a number of new budget proposals have been developed in order to close the £5.1m budget gap noted in the table above. Throughout the process, in producing the draft budget proposals, the emphasis continues to be on delivering efficiency measures, service transformations, cost reductions and income generation with a view to protecting front line services and Council priorities as much as possible.

5.4 The table below summarises the budget proposals that are being put forward to close the budget gap.

Table 7: New budget proposals

Proposal	Saving (£m)	Description
New Savings Proposals	1.6	A new package of council wide savings proposals to be put forward for consultation. See sections 5.7-5.8.
Reduction in procurement spend	1.0	This new work stream consists of an ongoing procurement and contract management review, covering new procurement activity, re-scoping of contracts and reviewing inflationary uplifts.
Voluntary Redundancy Scheme	1.5	The voluntary redundancy scheme closed in October 2020 and based on the number of accepted applications c£1.5m can be saved from the budgeted establishment.
Freedom Passes 1.0		Freedom Passes cost the Council £15m per annum and the charge in based on usage over the last two years. A reduction in charges are anticipated as a result of the pandemic. The current estimates from TFL indicate a 2-year benefit of £1m which is the midpoint of the best and worst case scenarios provided by TFL.
Total Growth	5.1	

- 5.5 Of the options identified above, savings from the Voluntary Redundancy Scheme and Freedom Passes are to large extent technical adjustments to the budget that will arise either due to existing Council policy or temporarily due to the impact of COVID-19. Nonetheless, they are legitimate reductions in the Council's cost base that are eligible to be put forward to close the budget gap and be recognised in the budget accordingly. Therefore, the nature of the proposals are such that public consultation is not required. The proposals have been included in the report in the interests of full transparency and so that a full picture of how reductions in the budget for future years are being achieved can be seen. Freedom Pass savings are, however, not without risk as when the impact of COVID-19 eventually lessens in future years, costs in these budgets will inevitably begin to increase. Therefore, it is recommended that small amounts of growth are recognised in the budget in future years to ensure that these budgets can be restored over time. Overall, these proposals seek to balance the need to recognise temporary budget savings in the short term, while at the same time ensure funding is made available for unavoidable demand led growth pressures.
- A new procurement strategy was agreed by Cabinet in October 2020 that set out a new vision for delivering better procurement of goods, services and works. Part of this strategy includes a work stream that will aim to identify and deliver £2m of savings through a reduction in procurement spend. Although the timing of these

savings are still being worked through, at this stage of the budget development process a target of £1m in efficiencies from procurement spend across 2021/22 and 2022/23 is proposed, with further targets in future years as the detailed implementation plan is developed.

- 5.7 The £1.6m of new budget savings proposals for 2021/22 and 2022/23 are new policy options that have been developed in order to deliver the savings required to balance the overall budget. Consequently, the nature of the proposals are such that public consultation is required. As previously mentioned, the process for developing such options continues to be on delivering efficiency measures, service transformations, cost reductions and income generation with a view to protecting front line services and Council priorities as much as possible. The proposals are summarised in Appendix B and full details of each of the proposals are set out in Appendix C. Following consultation, these will be put to the February 2021 Cabinet meeting so that decisions on whether to adopt, amend or reject these can be taken, informed by the results of that consultation, as well as the outcome of the scrutiny and equalities analyses processes.
- 5.8 The table below summarises the proposals by service area.

Table 8: New savings proposals

Service Area	Sum of savings proposed (£m)
Chief Executive	0.3
Assistant Chief Executive	0.1
Children & Young People	0.5
Community Wellbeing	0.1
Customer & Digital Services	0.2
Regeneration & Environment	0.4
Total	1.6

- 5.9 The Council Management Team have reviewed the proposals to ensure the plans are realistic and deliverable. Detailed budget templates have been produced, attached as Appendix C, that set out further details of each proposal while providing the overall current budget context, the key risks and mitigations and the equalities impact where relevant.
- 5.10 It should be noted that this report reflects the position at this point in the budget preparation and these numbers will change as the budget develops over the next two months. We also await confirmation of the Local Government Finance Settlement, expected in mid-December 2020. If there are any material changes

announced by Government these will be reflected within the budget to be considered by Cabinet in February 2020.

6.0 Statutory process of consultation, scrutiny and equalities

Consultation

- 6.1 The Council recognises consultation as a key part of policy formulation, and makes considerable effort to ensure that the views of residents, businesses and other key stakeholders are taken into account. Legally, the results of consultation are something that Members must have due regard to, alongside other relevant considerations, when making decisions.
- As in previous years, it is proposed to formally consult on the draft budget via the online consultation portal, where respondents will be invited to focus their attention on the new budget proposals from 2021/22. In addition, it is proposed that a presentation on the draft budget be delivered through the new online Brent Connects format. As it is no longer locality based, two Brent Connects sessions will be arranged to take place between December 2020 and January 2021.
- 6.3 There are a number of business forums and associations that the Council regularly engages with that include a wide range of both small and large local businesses. These include West London Business (a non-profit business membership organisation), the Federation of Small Businesses, a number of town centre business associations and the Brent Business Board. The consultation on the budget will be published in a newsletter that is sent to a large number of Brent businesses, explaining why the views of local businesses are important and how to they could have their say.
- 6.4 The local voluntary sector is closely engaged with Brent's communities and has considerable experience of the impact of the Council's difficult choices against a background of funding reductions. Engagement with the local voluntary sector will therefore play an important part of the consultation process and invitations to participate in the consultation will be sent to all Brent voluntary and community sector organisations.
- Overall, the main aim of this approach to consultation is to raise awareness of the Council's financial position, inform residents of how the Council spends its budget and ensure residents, business and other key stakeholders are aware of the opportunities to have their say, by knowing how to respond and when the consultation events are taking place. This will be delivered through a variety of communication channels, for example through the local newspaper, publicity on the council's website, media briefings and use of the Council's social media platforms, including Facebook and Twitter, to disseminate reminders and encourage residents to participate in the consultation process.

Scrutiny

6.6 The scrutiny committees will review the draft budget through their budget task group in order to carry out the statutory scrutiny of the budget. This will include scrutiny of the budget development process, the budget assumptions in the

MTFS as well as the new proposals set out in appendices B and C. Following this, the chair of the committee will present a report to Cabinet commenting on the outcome of the scrutiny process and providing recommendations for Cabinet to consider as part of their decision making.

Equalities Impact assessments

6.7 The Council has a duty to pay due regard to the need to eliminate unlawful discrimination and advance equality of opportunity and foster good relations between those who have a protected characteristic and those who don't when making decisions. This duty is set out in more detail in the Equality Implications section of this report. Each of the budget proposals attached in appendix C have been subject to an equality impact assessments (EIA) screening to assess their potential or likely impact on service users and employees with protected characteristics. Where the EIA process identifies a disproportionate negative impact with no reasonable mitigation, the proposal will be subject to a full EIA and may need to be changed or even rejected. The consultation process outlined in this report will be an important source of information for these exercises.

7.0 Schools and Dedicated Schools Grant

- 7.1 The Council will continue to set a funding formula for mainstream schools in 2021/22, although the total funding available will be determined by the National Funding Formula (NFF). The provisional Dedicated Schools Grant (DSG) block allocations have been released, and indicate that the Council will receive a minimal increase in mainstream pupil funding of 1.73%. The Council awaits final confirmation of per pupil funding and total DSG allocation. The Teachers' Pay grant and Teachers' Pension grant previously paid to schools separately will now be included in the core formula funding from 2021/22 onwards.
- 7.2 It was announced that funding for the High Needs block (HNB) of the DSG for 2021/22 will increase by a further £730 million nationally, and the Council's share of this is £5.8 million representing a 10% increase in the HNB income. There are pressures against this block due to increased demand and this is the same for most London Boroughs. Despite the additional funds the demand pressures continue to grow and to set a balanced DSG budget the Council is likely to request via the Schools Forum a transfer from the Schools Block.
- 7.3 As previously noted in the July report, school balances are also falling as a result of ongoing financial pressures and balances have decreased by £2.5m from £16.1m in 2018/19 to £13.6m in 2019/20 and seven schools ended the financial year 2019/20 in deficit. The financial impact of the Covid-19 pandemic has seen schools incur additional costs and the DfE gave all schools except nursery schools the opportunity to claim exceptional costs against specific categories i.e. increased premises costs; support for free school meals and additional cleaning costs incurred in the period of March 2020 July 2020. Nonetheless following the full reopening of schools, they have continued to incur additional costs with no further commitment of financial support from the DfE. These additional costs include loss of income from lettings, additional cleaning costs and staffing cost pressures due to supply staff required to cover staff self-isolating and sickness absence.

- 7.4 Schools are required to submit three year budgets annually and the ongoing effect of the Covid-19 pandemic will impact on the schools finances and risks more schools ending the 2020/21 financial year in a deficit position
- 7.5 The pressure in the HNB has led to the DSG being in a £4.9 million deficit carried forward from 2019/20 and further forecast pressures of £4.2 million in 2020/21 will increase the deficit position to £9.1 million. The DfE require local authorities with an overall DSG deficit to present a plan to recover the deficit over a number of financial years. To recover the deficit in the medium to long term, options being reviewed by the task group set up by the Strategic Director of CYP include;
 - Looking to establish more SEND provision in the borough as part of the School Place Planning Strategy Refresh including developing new Additionally Resourced Provisions (ARPs):
 - Ensuring there is full cost recovery from other local authorities that place pupils in Brent special schools including administration and other specific costs;
 - Review of the DSG funded SEN support services currently underway.
- 7.6 The Schools Forum High Needs Sub group, a consultative body representative of Brent schools that reports to the Schools Forum, will also be reviewing proposals prior to the Schools Forum being asked for recommendations.
- 7.7 The DfE had announced a SEND review in 2019 five years on from the 2014 reforms but the review has been delayed due to the Covid-19 pandemic. The DfE is working towards consulting on the review in Spring 2021. The focus of the review will be on high quality outcomes by education, health and social care; supporting mainstream schools to meet the needs of the majority of children with SEND, making the EHCP process streamlined and consistent having recognised that the 2014 reforms were overly focused on EHCPs; and increase capacity in the specialist sector to place children close to home, at a sustainable cost.
- 7.8 For the Early Years block there are no changes to the key principles of allocating the funding i.e. 95% of funding received is allocated directly to providers with the remaining 5% or £1m retained for central services. Nationally, additional funds of £44m have been announced which will result in a modest increase to the hourly rate paid to providers.
- 7.9 The Early Years sector has also been financially impacted by the Covid-19 pandemic with substantial loss of income from fee-paying parents and although the government put in place some financial support measures, it is still insufficient to meet the potential ongoing pressure against 2021/22 budgets and beyond. A report on the Early Years block budget for 2021/22 will be taken to Schools Forum for a recommendation in January 2021.

8.0 Housing Revenue Account

- 8.1 The Housing Revenue Account (HRA) is a ring-fenced account, which contains the income and expenditure relating to the Council's landlord duties in respect of 11,565 dwellings.
- 8.2 Each year, the HRA budget is set in the context of the 30-year business plan. The business plan is reviewed annually, allowing for horizon scanning and the identification and mitigation of risks in the short, medium and long-term. Early identification of risks enables planning and implementation of mitigations to ensure that the HRA can continue to remain financially secure and deliver on its commitments to:
 - Expand and accelerate the development of new Council homes
 - Continue to maintain and improve existing Council homes
 - Transform and continuously improve front line services to tenants and leaseholders
- 8.3 The HRA budget setting from 2016/17 to 2019/20 was principally directed by the Welfare Reform Act 2016, which imposed a 1% rent reduction for four years. This has resulted in a reduction of rental income and bottom line surpluses previously assumed in the business plan. The resulting £23m loss of income, along with increased capital expenditure on major works, has led to the full utilisation of the major repairs reserve to finance investment in the existing housing stock. To ensure that the HRA was balanced in the short-term, savings of £3.6m were achieved between 2017/18 and 2019/20. Efficiency savings targets are incorporated into the budget setting process. From 2021/22 onwards, this is a 2% target across management and repairs costs, which equates to £0.5m per annum.
- 8.4 From 2020/21, the Council has the power to increase rents annually up to a maximum of CPI plus 1% for a period of five years. For 2021/22, CPI plus 1% equates to 1.5%, allowing the potential to increase rental income by £0.7m, and up to £2.8m over the remaining four-year rent control period.
- 8.5 The average rent in 2020/21 is £116.30 per week. A 1.5% increase would equate to an average rent of £118.05 per week in 2021/22, an increase of £1.75 per week when compared to the current rent levels.
- 8.6 HRA rent setting needs to be considered in the context of the ring-fence and the 30-year business plan. A return to the CPI plus 1% model for the five-year period is expected to provide some stability and certainty over planned investment in the stock, service improvement and new development, at least in the mediumterm, as a £0.7m increase in rent has the effect of an additional £21m investment in the HRA over a 30-year period. The approach beyond 2025 remains uncertain, but continuation of the CPI plus 1% formula is probable.

- 8.7 The impact of the ongoing pandemic on income collection rates is uncertain at this stage. However, an increase in the level of bad debt is likely, therefore, the bad debt provision will require additional funds to be set aside, particularly in the short-term, in order to absorb the impact of the increased arrears. The potential financial pressures arising from Covid-19 are continuously monitored as part of the Council's Covid-19 Budgetary Impact Tracker. The HRA Business Plan considers a range of scenarios to plan for potential budgetary implications on the HRA and the required mitigating actions. The scenarios range from no additional pressures as a result of Covid-19 to a £3.7m estimated pressure due to a drop in collection rates.
- 8.8 The 2021/22 HRA Business Plan is attached as Appendix D. Following the consultation processes proposed in the plan, the HRA budget for 2021/22 will be presented to Cabinet in February 2021 for approval by Full Council.

9.0 Capital Programme

- 9.1 The Capital Programme comprises of projects approved by Cabinet at the February 2020 budget setting, new projects approved and a number of in year budget adjustments. The full details of the budget changes and new proposals will be reported in the budget setting report in February 2021.
- 9.2 The table below provides an overview of the planned spend and financing of the Capital Programme budgets for the five year period 2021/22 to 2025/26.
- 9.3 As set out in the table, the Council is planning to borrow externally up to £201m over the three year MTFS period, increasing to £268m over five years.
 - The prudential borrowing equates to around 53% of the total funding, followed by external grant and contributions at 23%. Internal funding from earmarked reserves and capital receipts make up a further 14% and these will be mainly generated from the sale of council land and property that will be constructed as part of regeneration schemes such as South Kilburn. The remainder comes from Strategic Community Infrastructure Levy (SCIL) and S106 contributions.
- 9.4 The interest costs on borrowing has a direct impact on the revenue budget as the annual interest payments are charged to it. For this reason, the capital programme is continually being reviewed for projects to take forward, pause and to explore funding avenues for the programmes besides borrowing.
- 9.5 The Council's cumulative outstanding amount of debt finance is measured by the capital financing requirement (CFR). This increases with new borrowing undertaken on capital expenditure and reduces with the minimum revenue provision (MRP) set aside, and capital receipts or other funding used in place of borrowing.

Capital Programme Budgets 2021/22 to 2025/26

Board	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	Total £m
Corporate Landlord	56.656	3.712	1.500	_	19.000	80.868
South Kilburn	28.297	26.183	7.615	5.452	_	67.547
Regeneration	13.274	24.614	1.157	_	_	39.045
St Raphael's	0.005	0.005	ı	-	_	0.010
Public Realm	8.953	5.875	5.645	-	_	20.473
Schools	22.886	17.097	ı	-	_	39.983
HCIB – GF	44.747	14.969	4.138	-	50.000	113.854
HCIB – HRA	67.303	26.315	3.827	3.573	_	101.018
PRS I4B	23.500	23.500	_	_	_	47.000
TOTAL	265.621	142.270	23.882	9.025	69.000	509.798

Sources of Finance	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	Total £m
Grants & Other Contributions	79.410	27.668	2.145	I	5.750	114.973
S106 & SCIL	16.697	3.307	1.157	_	_	21.161
Capital Receipts	17.818	27.380	7.615	5.452	_	58.265
Reserves	17.430	_	_	_	_	17.430
Major Repairs Allowance	17.000	-	-	1	-	17.000
Revenue Contribution *	4.596	4.000	4.000	1	-	12.596
Prudential Borrowing	112.670	79.915	8.965	3.573	63.250	268.373
TOTAL	265.621	142.270	23.882	9.025	69.000	509.798

^{*}This is funding towards the annual highways capital maintenance budget used to maintain carriageways and structures.

9.6 The strategy has been to build up the capital financing budget in manageable increments, rather than taking a substantial one-off hit. This prudent approach will ensure that sufficient capital financing budget is in place as the Council's capital borrowing plans are undertaken over the medium to long term.

10.0 Overall Summary and conclusion

10.1 Prior to the outbreak of COVID-19, local government continued to face an extremely challenging financial outlook following a prolonged period of austerity as well as disproportionate growth in demand for services. Since 2010 the Council has delivered expenditure reductions of £174m, and agreed a further £13.5m to 2022/23. This has been delivered through a combination of effective financial management, cost control and more innovative approaches to investment and demand management. As government funding has been cut the population has grown and this has been particularly pronounced in the very oldest and very youngest age groups, which are statistically most likely to require services from the Council, thus adding to the cost pressures. Coupled with the

- impact of legislative change and uncertainty on the outcome of proposed reforms to local government funding, this has created substantial financial pressures.
- 10.2 Therefore, the Council was already operating in a significantly challenging financial environment prior to the outbreak of COVID-19.
- 10.3 The COVID-19 pandemic has created a significant shock to the economy and resulted in significant unplanned expenditure and income losses as set out in the report. As noted earlier in the report, it is that savings of £5.1m will be needed between 2021/22 and 2022/23 in order to be able to agree a balanced budget for those years. This report brings forward initial options for those years, which, if adopted, will ensure the Council balances the budget in the next two years.
- 10.4 It is worth reflecting on the strength of this financial position. Setting budgets for more than a single year will also allow the Council to continue its longer-term approach to financial planning, identifying more opportunities to reduce costs without significant reductions to services.

11.0 Financial Implications

11.1 The financial implications are set out throughout the report. As the budget proposals are for consultation at this stage, not agreement, there are no direct costs associated with agreeing the recommendations, other than for consultation, the costs of which are built into existing budgets.

12.0 Legal Implications

- 12.1 A local authority must budget so as to give a reasonable degree of certainty as to the maintenance of its services. In particular, local authorities are required by the Local Government Finance Act 1992 to calculate as part of their overall budget what amounts are appropriate for contingencies and reserves. The Council must ensure sufficient flexibility to avoid going into deficit at any point during the financial year. The Director of Finance is required to report on the robustness of the proposed financial reserves.
- 12.2 Standing Order 24 sets out the process that applies within the Council for developing budget and capital proposals for 2021/22. There is a duty to consult representatives of non-domestic ratepayers on the Council's expenditure plans before each annual budget under Section 65 of the Local Government Finance Act 1992. The Council also has a general duty to consult representatives of Council Tax payers, service users and others under Section 3 (2) Local Government Act 1999.
- 12.3 The Council is also required to comply with other statutory and common law consultation obligations relevant to particular options being considered and with the Public Sector Equality Duty. The Council must consult at a formative stage in the decision making process and adequate time must be given for public consideration and response. The consultation information must be accurate, fair and balanced, give sufficient reasons for proposals to permit of intelligent consideration and response and the information produced by the consultation must conscientiously be taken into account in finalising the proposals.

13.0 Equality Implications

- 13.1 Under the Public Sector Equality Duty (PSED) in the Equality Act 2010, Brent Council is required to pay due regard to the need to eliminate unlawful discrimination and advance equality of opportunity and foster good relations between different to those who have a protected characteristic and those who don't when making decisions. The protected characteristics are age, disability, gender, race, religion or belief, pregnancy and maternity, marriage and civil partnership, sexual orientation and gender reassignment. Although socioeconomic status (people on low income, young and adult carers, people living in deprived areas, groups suffering multiple disadvantage, etc.) is not a characteristic protected by the Equality Act 2010, Brent Council is committed to considering the impact on socio-economic groups.
- 13.2 The PSED does not prevent decision makers from making difficult decisions in the context of the requirement to achieve a significant level of savings across all operations. It supports the Council to make robust decisions in a fair, transparent and accountable way that considers the diverse needs of all our local communities and workforce. Consideration of the duty should precede and inform decision making. It is important that decision makers have regard to the statutory grounds in the light of all available material, including relevant equality analyses and consultation findings. If there are significant negative equality impacts arising from a specific proposal, then decision makers may decide to amend, defer for further consideration or reject a proposal after balancing all of the information available to them. This may mean making up the shortfall from additional reductions elsewhere.

14.0 Consultation with Ward Members and Stakeholders

14.1 Section six of this report provides more details of the statutory and the nonstatutory consultation process with regards to the proposed budget setting process.

15.0 Human Resources

15.1 Where options included in the appendices require changes or reductions in staffing, the Council's Managing Change policy will apply.

Related Documents: Medium Term Financial Outlook, Cabinet July 2020

Report sign off:

Minesh Patel
Director of Finance

Appendix A: MTFS Savings Delivery Tracker 2020/21 - 2022/23

Appendix A: M	TFS Saving	s Delivery Tracker 2020/21 -	<u>2022/23</u>								
Department	Index	Reference	2020/21 original saving (£000)	2021/22 original saving (£000)	2022/23 original saving (£000)	Savings on track to be delivered (£000)	Slippage on delivery but still achievable (£000)	Savings unachieaveble (£000)	Description	RAG Status	Comments / Mitigating Actions
Community Wellbeing	CWB001	Public Health re- commissioning	150			150			Additional efficiencies made through public health re-commissioning	Green	Saving is on track to be delivered
Community Wellbeing	CWB002	Public Health re- commissioning	500			500			Recommission Children's Centres and Health Visiting as a single contract	Green	The development of eight integrated Family Wellbeing Centres has been delayed until December 2020 as a result of Covid-19. Some further work is required to demonstrate that the impact of the planned reduction in the number of children's centres will remain consistent with the terms of the Public Health grant, this is forecast to be only £250k. The council will then need to find other Gen Fund expenditure to apply PH grant funding to. Integrated Family Hubs for Brent families is expected to go live in September 2020 and part year effect of this saving is expected to be achieved in 2020/21. Any shortfall will be mitigated through further cost alignment to activities with Public Heath outcomes.
Community Wellbeing	CWB003	Public Health re- commissioning	125			125			Cease untargeted smoking cessation. Retain only a service for mental health service users and pregnant women	Green	Smoking cessation services have been decommissioned.
Community Wellbeing	CWB007	Housing – extended selective licensing	70				70		Proportion of the increase in License income to fund corporate overhead charge	Amber	Central Gov denied the request for extending licensing which this saving was based on. HMO Licensing reserves will be used to cover operational costs and this saving.
Community Wellbeing	CWB009	Additional Housing Reform: Phase 2 Temporary Accommodation reform plan	600				600		Increased acquisition of private sector accommodation through I4B to meet demand from homeless households and thereby avoiding cost of future TA provision	Amber	New business case confirms how many street properties should be purchased and new build schemes to be bought. This was progressing well, but will be delayed by C-19 lockdown restrictions. Although the option to purchase additional housing units through I4B is slow to develop, there are other options being progressed (for example, the Council's New Build Programme) which is anticipated to reduce demands for temporary accommodation and therefore reduce costs.
Ommunity Wellbeing	CWB010	Additional Housing Reform: First Wave Housing	250				250		Increased income generation through an investment in Private Sector accommodation by First Wave Housing, let at market rates	Amber	Saving is part of wider programme to reduce TA costs. The original proposal is not viable. Alternative scheme(s) will deliver this saving (for example, Knowles House).
Community Wellbeing	CWB013	New Accommodation for Independent Living	2,000				2,000		Increasing NAIL provision to support more users, but also developing provision to support higher need users and support some users who would have gone into nursing care	Amber	This saving has been agreed to be re-profiled to 2021/22 as part of the budget setting process. NAIL programme roll-out has been delayed because of Covid-19 as no service users have been able to be moved to new NAIL schemes during the pandemic period which has had a negative impact on the ability for this saving to be fully realised in 2021/22. As part of the budget challenge a proposal is being submitted to re-phase this saving across the MTFS. There are monthly project board meetings encompassing senior managers from Finance, Housing and Adult Social Care to ensure that the NAIL Programme remains on track as far as possible.
Community Wellbeing		Adult Social Care re- commissioning	250				250		Review of homecare and placement packages, re-commissioning day care	Amber	This saving is delayed because the re-commissioning of daycare has been affected by Covid-19 as daycare will have to be delivered in a different format as a result of the pandemic. It is expected that these savings will be achieved through reduced transport usage.
Community Wellbeing	CWB021	Housing Association Lease Scheme	300				300		Proposed to introduce a Reasonable Rents policy	Amber	Cabinet made a decision not to proceed with this scheme but will reconsider this decision in January 2020. Other planned developments will boost income and reduce the impact should this proposal not proceed. Drawdown from FHSG reserves is anticipated to bridge this gap in the interim, and there are a range of actions designed to reduce temporary accomodation costs. In addition the 'decanting' of South Kilburn will be delayed due to Covid-19, which means TA households can remain there at relatively low cost.
Community Wellbeing	2021-23 CWB 001	Reablement		460	120	580			Delivering the outcomes of the Newton Europe project, to increase the number of people going through Reablement, create better quality Reablement and clearer pathways, and minimise costs. Make further savings by reducing local authority contributions to rehab (health).	Green	£200k of this has already been achieved through no longer contributing to the pooled budget. The remaining £380k will be achieved through improved reablement care practices which should reduce the need for ongoing adult social care packages after reablement care packages have been completed. Currently unclear if reablement will be delivered in-house or continue to be provided through external providers.

Department	Index	Reference	2020/21 original saving (£000)	2021/22 original saving (£000)	2022/23 original saving (£000)	Savings on track to be delivered (£000)	Slippage on delivery but still achievable (£000)	Savings unachieaveble (£000)	Description	RAG Status	Comments / Mitigating Actions
Community Wellbeing	2021-23 CWB 003	Placement Review		250		250			Continuing robust challenge of individual package costs based on evidence as part of annual placement reviews.	Green	These savings will be achieved throughout the year as care placements are reviewed and fee reductions achieved through re-negotiated fees and step downs in care requirments
Community Wellbeing	2021-23 CWB 004	Deprivation of Liberty Safeguards (DoLS) provision		30		30			BIA assessments could be done internally; cost savings based on options including payment to staff vs external BIAs.	Green	On track to deliver this saving.
Community Wellbeing	2021-23 CWB 005	Community Care recommissioning		750		750			Recommissioning all external day care / homecare provision, restructuring provision into a new, lower cost model and inclusion of Public Health outcomes into new model of deliver to allow for rebadging of funding from PH grant.	Green	Will be achieved through homecare reprocurement which will be completed by January 2021.
Community Wellbeing	2021-23 CWB 006	Properties to relieve Temporary Accommodation		1,430	560	1,990			Additional properties obtained which reduce demand for Temporary Accommodation.	Green	Savings are on track to be delivered
Sub Total			4,245	2,920	680	4,375	3,470	-			
Regeneration & Environment	R&E001	Dimming street lights	100	,		100	,		The LED Street Lighting CMS provides the Council with the ability to adjust LED lighting output to create additional savings (£100k) by further reducing both energy costs and carbon emissions	Green	Savings are on track to be delivered
Reseneration & Privironment	R&E004	Building control	35					35	The generation of additional income by the Building Control team. £100k is adjusting the budget to match current workload, with the remainder to come from out-of-borough associate work	Red	Income generation has been severely affected by the government's social distancing measures.
Regeneration & Environment	R&E008	Wembley licensing	50			50			Potential increase in revenue arising from increased activity in Wembley	Green	Savings are on track to be delivered
Regeneration & Environment	R&E018	Regeneration & Environment staffing efficiencies	450			450			Review of staffing model in Regeneration & Environment	Green	On track to deliver this saving, posts to be deleted have been identified and service teams are restructuring to fit in with available funding.
Regeneration & Environment	R&E023	Property	200					200	It is proposed to review all existing leases and other income raised with a view to generating additional income	Red	Commercial rental income is expected to be severely affected by the government's social distancing measures.
Regeneration & Environment	2021-23 R&E 001	General Efficiencies across R&E		215		215			A review of the forecast underspends across the department to identify underspends that are recurring.	Green	On track to deliver this saving, though may be subsumed into a larger extended savings exercise now necessary as part of the MTFS.
Regeneration & Environment	2021-23 R&E 002	Lighting Maintenance		140		140			10% efficiency saving from new lighting maintenance contract	Green	Savings are on track to be delivered
Regeneration & Environment	2021-23 R&E 003	Schemes/Drainage fees		100				100	Increase the level of fees applied to the delivery of large scale funded infrastructure improvement projects	Red	Funded projects now ceased due to TfL finance problems and so ability to raise income from fees now very limited.
Regeneration & Environment	2021-23 R&E 004	Damage Cost Recovery			50	50			Deploying an officer to more proactively recover the cost of repairs from developers and builders causing damage to the public highway.	Green	Savings are on track to be delivered
Regeneration & Environment		Building Control Fees Review		50		50			a) Charge more - increase BC published fees by 10% (up to 15 dwellings) b) more business from in-house	Green	Still achievable in that fees will increase; however covid impact on volume of work unknown
Regeneration & Environment	2021-23 R&E 006	Brent Transport Services move			150	150			Relocating buses back to Brent from Harrow to reduce operating times and costs	Green	On track to deliver this saving, though may be subsumed into a larger extended savings exercise now necessary as part of the MTFS.
Regeneration & Environment	2021-23 R&E 007	Pre-app service; review basic and enhanced offer		5		5			Review fees and charges for 'place making' advice as part of enhanced pre-app service	Green	Still achievable in that fees will increase; however covid impact on volume of work unknown

Department	Index	Reference	2020/21 original saving (£000)	2021/22 original saving (£000)	2022/23 original saving (£000)	Savings on track to be delivered (£000)	Slippage on delivery but still achievable (£000)	Savings unachieaveble (£000)	Description	RAG Status	Comments / Mitigating Actions
Regeneration & Environment	2021-23 R&E 009	Apprenticeship levy commercial offer		15	30			45	Offer to businesses on how to use the apprenticeship levy	Red	Not achievable. 'There are proposals nationally to reform the Apprenticeship Levy. We will await these changes before progressing any proposals.
Regeneration & Environment		Facilities Management contract review		70				70	Utilise 12 month contract extension (July 2010 - June 2021) agreement to explore opportunities and impacts linked to savings.	Red	Savings unlikely to be achievable due to extra buildings being added into the scope of the contract
Sub Total Children & Young People	CYP004	WLA Shared Fostering Service	100	595	230	1,210	70	450	Develop a shared fostering service with the 3 other WLA boroughs, resulting in staffing efficiencies	Amber	In 2019/20 a grant of £100k of seed funding has been awarded to the WLA with Brent being the lead authority to create a West London fostering agency. DfE have not yet announced bidding arrangements to help LAs implement the plans established during the prototype/scoping phase. DfE has currently suspended activity due to the COVID-19 pandemic there will be slippage in delivery of this savings. Some work on sharing marketing and recruitment functions can take place regardless of DfE funding but will not deliver the full saving (c£30k.)
Children & Young People	CYP008	Family Hubs	1,491			690	801		Develop family hubs from children's centres	Amber	Report on Family Hubs Consultation went to Cabinet in October 2019. Current Barnardo's contract expires August 2020, so full saving will not be achievable in 2020/21. Due to the impact of COVID-19 it is planned that contract should be extended for an additional 3 months and the introduction of the Family Wellbeing Centres (FWC) will be delayed to Dec 2020. The impact of the delayed opening will lead to an overall slippage of c£0.8m.
O O O Children & Young People	2021-23 CYP 001	Clawback of unused Direct Payments		25		25			Implementation of card payments for Direct Payment clients means the service will be able to reclaim unused or overpaid funds immediately. For a variety of reasons direct payments may no longer be required by a family for the purposes of supporting their child. At present there is a risk that payments can continue for several months before they are amended. The card system will allow officers to identify overpayments and reclaim these rapidly. CWD Direct Payments value £500k per year. A 5% clawback rate would equal £25K.	Green	Savings on track to be delivered. Regular reviews will be undertaken to identify funds to be clawed back.
Children & Young People	2021-23 CYP 002	Short Breaks Centre		50		50			It is proposed that existing spare capacity of respite beds/nights at the Ade Adepitan Short Breaks Centre (SBC) will be sold to neighbouring authorities at market rates. The intention is to sell the beds at £730 per night for planned stays and £910 for emergency bookings. Selling the nights will reduce voids at relatively low marginal cost as payments for the management, building and other operational costs are met from within the existing budget.	Amber	Savings on track to be delivered, however due to the impact of the Covid-19 pandemic there have been fewer children using the facilities. The saving is dependent on neighbouring authorities purchasing beds at the centre.

Department	Index	Reference	2020/21 original saving (£000)	2021/22 original saving (£000)	2022/23 original saving (£000)	Savings on track to be delivered (£000)	Slippage on delivery but still achievable (£000)	Savings unachieaveble (£000)	Description	RAG Status	Comments / Mitigating Actions
Children & Young People		Adjusting resources in demand led budgets		150		150			The rate of Looked After Children per 10,000 of population is historically low in Brent and the current rate is low when compared to statistical neighbours. Although with expected population growth this number is likely to increase, it should however be in line with the current statistical measure. With the assumption that this low rate continues over the next 18 months a reduction in the budget in line with posts currently being held vacant could be implemented to align resource to demand.	Amber	Saving assumption to be reviewed.
Children & Young People age 100		Review and zero base other service area budgets		100		100			Review and zero base other service area budgets to achieve and accumulate minor savings. Budget analysis to be carried out on nonstaff and non-frontline service budgets across CYP. The exercise will concentrate on those budgets which have historically underspent or which represent discretionary spend. For example; 1. The CYP Learning and Development budget is centralised in the SQA service area, and has underspent in recent years. A costed plan could be designed to meet key requirements, such as ensuring Continuous Professional Development for social workers, and deliver a saving.	Green	On track to be delivered
Children & Young People		Increased income target for the Gordon Brown Centre		50		50			Increased income target for the Gordon Brown Centre. The Centre has benefitted from recent capital investment, and successful summer trading in 2019 indicates a forecast surplus of £50k against the current net zero budget.	Amber	There has been reduced income due to Covid-19 and current governement guidance states that schools should not have residential trips. However this may change if the impact of the pandemic is reduced.
Children & Young People		10% saving on commissioning		50		50			10% saving on commissioning when contracts become due. The CYP procurement forward plan identifies a number of contracts which are due to go out to tender for new contracts to commence for April 2021, including for Speech and Language Therapy services and Mental Health and Wellbeing services.	Green	On track to be delivered
Sub Total			1,591	425	-	1,145	871	-			
Assistant Chief Executive	ACE001	Reducing voluntary sector grants	158			158			Proposed to reduce grants provided to three voluntary sector bodies	Green	Savings have been delivered
Assistant Chief Executive	ACE003	Restructure of communications, conference & events department	100			100			It is proposed to restructure the communications, conference & events functions in 2020/21 to realign services to enable the team to maximise income generation opportunities while focusing more tightly on core corporate communications priorities only.	Green	Savings have been delivered

Department	Index	Reference	2020/21 original saving (£000)	2021/22 original saving (£000)	2022/23 original saving (£000)	Savings on track to be delivered (£000)	Slippage on delivery but still achievable (£000)	Savings unachieaveble (£000)	Description	RAG Status	Comments / Mitigating Actions
Assistant Chief Executive	2021-23 CE 003	Efficiency savings			100	100			ficiency savings within Assistant Chief cecutive Green Savings are on tra		Savings are on track to be delivered
Sub Total			258	-	100	358					
Chief Executive	CED001	Legal savings - Demand management	50			50			Savings to recognise the impact of the Impower demand management review, income generation and bringing more work in house which will lead to less spend on external legal counsel		Savings have been delivered
Chief Executive	2021-23 CE 001	Efficiency savings			100	100			Efficiency savings within Legal, HR, Audit & Investigations	Green	Savings are on track to be delivered
Chief Executive	2021-23 CE 002	Efficiency savings			100	100			Efficiency savings within Finance	Green	Savings are on track to be delivered
Sub Total			50	-	200	250	-	-			
Customer & Digital Services	CDS001	Customer services	425			425			Service modernisation- more digital services and demand management revised operating model for managing access for all services, streamlining of structures following return of Council Tax in house.	Green	Savings have been delivered
Customer & Digital Services	2021-23 CDS 001	ICT Client and Application support - Income generation		80		80			Increase in income generated from charging for IT support	Green	Savings are on track to be delivered
Customer & Dicital Services	2021-23 CDS 003	ICT Client and Application support - Printing Costs		40		40			Expected reduction in printing costs	Green	Savings are on track to be delivered
Stomer & Digital Services	2021-23 CDS 004	ICT Client and Application support - Salaries			160	160			ICT Client & Applications staffing efficiencies	Green	Savings are on track to be delivered
Digital Services	2021-23 CDS 005	ICT Client and Application support - Oracle changes budget		20		20			Reduction in changes to the current Oracle system	Green	Savings are on track to be delivered
Customer & Digital Services	2021-23 CDS 006	Merger of Housing and BCS contact centre		50	50	100			Merger of Housing and BCS contact centre	Green	Savings are on track to be delivered
Customer & Digital Services	2021-23 CDS 007	Reduction in Postal Costs			30	30			Reduction in Postal Costs	Green	Savings are on track to be delivered
Customer & Digital Services	2021-23 CDS 008	Savings from new Council Tax Support scheme		50		50			Staff saving arising out of the new, simplified, Council Tax Support scheme	Green	Savings are on track to be delivered
Customer & Digital Services	2021-23 CDS 009	Increased automation in Customer Services		50	50	100			Increased automation in Customer Services	Green	Savings are on track to be delivered
Customer & Digital Services		Replace IEG (on line benefits form)			75	75			Replace IEG (on line benefits form)	Green	Savings are on track to be delivered
Customer & Digital Services	2021-23 CDS 011	Staffing efficiencies in Customer Services		50	95	145			Staffing efficiencies in Customer Services	Green	Savings are on track to be delivered
Customer & Digital Services	2021-23 CDS 012	Transformation - Staffing efficiencies			100	100			Staffing efficiencies	Green	Savings are on track to be delivered
Sub Total			425	340	560	1,325	-	-			
Grand Total			7,404	4,280	1,770	8,663	4,341	450			

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Appendix B: Summary of new budget proposals 2021/22 - 2022/23

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Reference	Department	Proposal	(£000)	(£000)	(£000)	Description
Chief Executive	T					This saving can be achievable through efficiencies expected from the
CE A1	Finance	Reduce an assistant account post	50		50	Oracle Cloud implementation, for example through more efficient working practices
CE A2	Finance	Energy savings	100	100		Savings are expected from reduced energy usage from council owned buildings.
CE B2	Legal Services	Restructure in a Legal Team	60	60		Reduce Principal Lawyer posts by 1 enabling a team restructure
CE B5	Human Resources	Restructure in an HR team	50	50	50	Delete two roles and redistribute essential functions. Cease routine OH checks on new recruits.
Assistant Executive	<u> </u>		260	210	50	
ACE A1	Executive & Member Services	Executive support team	52	52		Delete 1.5 scale 4 posts (Executive support asst)
ACE A2	Executive & Member Services	Governance	10	10		Deletion and realignment of post (NB: this is contingent on staying with virtual or physical meetings i.e. not moving to hybrid meetings)
ACE A3	Executive & Member Services	Chief Executive Office	30	30		Reduce various small budget lines
Total			92	92		
Children & Young F	People					
CYP A3	Children & Young People	Gordon Brown Centre	300		300	An expanded use of the Centre, either supporting families with children at risk of being taken into care or as a residential provision for Looked After Children, would realise either cost avoidance or additional income. Placements would be for Brent children and offered to other LAs to commission (with differential fee rates). There would be some investment costs (capital works to make the accommodation suitable and staffing costs).
CYP B1	Children & Young People	Integration with health	180	180		Opportunities to deliver more efficient commissioning and service delivery, building on established joint commissioning, have previously been identified with health partners. It is proposed that these opportunities are revisited by Brent Council commissioning and/or directly providing provision on behalf of Brent CCG to deliver more efficient services and achieve savings.
Total			480	180	300	
Community Wellbei	Community					
CWB C2	Wellbeing - Housing	Salaries Capitalisation	100	100		Capitalising more salaries spend within the Housing Partnerships Service.
Total			100	100		
Customer & Digital	Services					
CDS A2	Customer Services	Customer Service Operations Review of customer front face offer Create a new community Hub in Civic Centre. Create team leader to manage resident financial support function.	75	75		A full review of the customer front face offer in the Civic Centre would take place from autumn 2020 onwards. The intention would be to retain a 4 hours a day 5-day week service managed by customer services (as has been the case since July 2020). In addition to this, it is proposed to establish an additional Hub in the Civic Centre in line with the current 5 community hubs. This would enhance the support on offer at the civic centre to our most vulnerable residents. In line with the above, a review of the Council's approach to Revenue and Debt management and customer service will take place. This would be replaced with a more ethical service approach with our customers in line with the proposed team to support the resident support fund, LWA, DHP, and Hubs offer.
CDS A4	Customer Services	Revenue and Debt	75	75		Reduction of vacant Enforcement Service Manager P06 post. Post is currently vacant.
CDS A5	Customer Services	Resilience contract	100	100		Review of benefits assessment process, review of the Scale 6 Assessment Officer posts and reduction in use of the resilience contract.
Total			250	250		
Regeneration & Env						
R&E A1	Regeneration &	Capitalisation	340	340		Allocating activity to capital projects enabling costs to be transferred
R&E A2	Regeneration & Environment	Brent Transport Service	100		100	from GF to capital A review of the commercial aspects of the service to identify operational efficiencies, particularly with respect to route rationalisation, parking arrangements and on-bus support requirements. This will extend to a joint review with CYP of what opportunities there might be to promote and facilitate better take-up of independent travel by pupils.
Total			440	340	100	
Grant Total			1,622	1,172	450	



Detailed budget proposals 2021/22 - 2022/23

Chief Executive's Department						
Reference	Description	Page				
CE A1	Oracle Cloud implementation	2				
CE A2	Energy savings	4				
CE B2	Staff efficiencies in Legal	6				
CE B5	Staff efficiencies in HR	8				
Assistant Cl	hief Executive					
Reference	Description	Page				
ACE A1	Staff efficiencies in Executive & Member Services	10				
ACE A2	Staff efficiencies in Executive & Member Services	12				
ACE A3	Service efficiencies in Executive & Member Services	14				
Children & Y	Young People					
Reference	Description	Page				
CYP A3	Expanding the offer at the Gordon Brown Centre	16				
CYP B1	Integration with Health	19				
Community	Wellbeing					
Reference	Description	Page				
CWB C2	Capitalisation	22				
Customer &	Digital Services					
Reference	Description	Page				
CDS A2	Review of customer front face offer in the Civic Centre	24				
CDS A4	Customer Services staffing	27				
CDS A5	Resilience contract	29				
Regeneratio	Regeneration & Environment					
Reference	Description	Page				
R&E A1	Capitalisation	31				
R&E A2	Brent Transport Service	33				

Reference:	CE A1
Service(s):	Finance
Lead Member(s):	Cllr McLennan

Savings	Oracle Cloud implementation - Efficiencies in Finance
Proposals:	

Financial and Staffing Information

2020/21	
Total budget for the service(s) £'000:	
Total post numbers in the services(s) (FTE):	

	2021/22	2022/23
	£'000	£'000
Proposed saving:		50
	FTE	FTE
Proposed staffing reduction		1

Proposed savings

This saving can be achievable through efficiencies expected from the Oracle Cloud implementation, for example through more efficient working practices.

How would this affect users of this service?

No impact on service users is anticipated.

Key milestones

The Oracle Cloud re-platforming project has begun and will be implemented in June 2021. Post go live, a project will be undertaken to examine the specific processes that have been successfully streamlined and automated. It is expected that the saving will be met via natural turnover during 2021/22, providing the full year saving in 2022/23.

Key consultations

Not required.

Key risks and mitigations

None evident at this stage.

Equality impact screening

Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups? Please indicate Y/N below:	
Disabled people	N
Particular ethnic groups	N
Men or women	N
Particular sexual orientations	N
People who are proposing to undergo, are undergoing or have	N
undergone a process or part of a process of gender	
reassignment	
Particular age groups	N
Groups with particular faiths/beliefs	N
Pregnancy/maternity	N
Marriage/civil partnership	N

EIA required?:	N
EIA to be completed	N/A
by:	
Deadline:	N/A

Lead officer for this	Minesh Patel, Director of Finance
proposal:	

Reference:	CE A2
Service(s):	Finance
Lead Member(s):	Cllr McLennan

Savings Proposals:	Energy savings

Financial and Staffing Information

2020/21	
Total budget for the service(s) £'000:	7,700
Total post numbers in the services(s) (FTE):	96.6

	2021/22	2022/23
	£'000	£'000
Proposed saving:	100	
	FTE	FTE
Proposed staffing reduction	n/a	

Proposed savings

Savings are expected from reduced energy usage from council owned buildings.

How would this affect users of this service?

No impact on service users is anticipated.

Key milestones

Reduced building usage is expected to continue into 2021/22 as a result of the impact of COVID-19. Therefore, all other things being equal, the reduction in energy usage and costs will result in a cashable saving.

Key consultations

None required.

If building occupancy returns to normal levels (i.e. pre COVID-19) in 2021/22 this saving may not be deliverable in full. However, at the time of writing, this is highly unlikely. That being said, energy expenditure will be closely monitored to ensure this saving is genuinely cashable.

Equality impact screening

Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups? Please indicate Y/N below:	
Disabled people	N
Particular ethnic groups	N
Men or women	N
Particular sexual orientations	N
People who are proposing to undergo, are undergoing or have	N
undergone a process or part of a process of gender	
reassignment	
Particular age groups	N
Groups with particular faiths/beliefs	N
Pregnancy/maternity	N
Marriage/civil partnership	N

EIA required?:	N
EIA to be completed	N/A
by:	
Deadline:	N/A

Lead officer for this	Minesh Patel, Director of Finance
proposal:	

Reference:	CE B2
Service(s):	Legal Services
Lead Member(s):	Cllr McLennan

Savings Proposals:	Restructure to reduce Principal Lawyer posts by 1

Financial and Staffing Information

2020/21	
Total budget for the service(s) £'000: 5,500	
Total post numbers in the services(s) (FTE):	75

	2021/22	2022/23
	£'000	£'000
Proposed saving:	60	
	FTE	FTE
Proposed staffing reduction	1	0

Proposed savings

Two legal teams can be merged enabling the deletion of a Principal Lawyer post

How would this affect users of this service?

There will be some impact and advice may be provided less quickly on occasion.

Key milestones

None – other than in accordance with the council's managing change procedure.

Key consultations

Staff restructure consultation

None

Equality impact screening

Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups? Please indicate Y/N below:	
impact on any or the following groups: I lease indicate 1714 below	
Disabled people	N
Particular ethnic groups	N
Men or women	N
Particular sexual orientations	N
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	N
Particular age groups	N
Groups with particular faiths/beliefs	N
Pregnancy/maternity	N
Marriage/civil partnership	N

EIA required?:	A workforce equality assessment will be made as part
	of the usual restructure consultation process
EIA to be completed	Debra Norman
by:	
Deadline:	30 November 2020

Lead officer for this	Debra Norman
proposal:	

Reference:	CE B5
Service(s):	Legal Services
Lead Member(s):	Cllr McLennan

Savings Proposals:	Restructure in a HR team

Financial and Staffing Information

2020/21	
Total budget for the service(s) £'000:	2,600
Total post numbers in the services(s) (FTE):	37

	2021/22	2022/23
	£'000	£'000
Proposed saving:	50	
	FTE	FTE
Proposed staffing reduction	2	0

Proposed savings

Delete two improvement and projects roles and redistribute essential functions.

Cease routine OH checks on new recruits.

How would this affect users of this service?

No significant impact although there will be less capacity to undertake new projects.

Key milestones

None- other than in accordance with the council's managing change procedure.

Key consultations

Staff restructure consultation

None

Equality impact screening

Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups? Please indicate Y/N below:	
Disabled people	N
Particular ethnic groups	N
Men or women	N
Particular sexual orientations	N
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	N
Particular age groups	N
Groups with particular faiths/beliefs	N
Pregnancy/maternity	N
Marriage/civil partnership	N

EIA required?:	An workforce equality assessment will be made as	
	part of the usual restructure consultation process	
EIA to be completed	Martin Williams	
by:		
Deadline:	30 November 2020	

Lead officer for this	Martin Williams
proposal:	

Reference:	ACE A1
Service(s):	Executive & Member Services
Lead Member(s):	Councillor Promise Knight

Savings	Executive support team
Proposals:	Delete 1.5 scale 4 posts (Executive support assistant)

Financial and Staffing Information

2020/21	
Total budget for the service(s) £'000:	£3,700
Total post numbers in the services(s) (FTE):	38.6

	2021/22	2022/23
	£'000	£'000
Proposed saving:	52	
	FTE	FTE
Proposed staffing reduction	1.5	

Proposed savings

Delete 1.5 scale 4 posts (Executive support assistant)

How would this affect users of this service?

These posts are currently vacant and have not been filled for over one year so unlikely to have an impact.

Key milestones

N/A

Key consultations

N/A

These posts are currently vacant and have not been filled for over one 1 year so their deletion is unlikely to result in risks.

Equality impact screening

Is there potential for the proposed saving to have a disproportionate advers impact on any of the following groups? Please indicate Y/N below:	
Disabled people	N
Particular ethnic groups	N
Men or women	N
Particular sexual orientations	N
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	N
Particular age groups	N
Groups with particular faiths/beliefs	N
Pregnancy/maternity	N
Marriage/civil partnership	N

EIA required?:	No
EIA to be completed	N/A
by:	
Deadline:	N/A

Lead officer for this	Katie Smith
proposal:	

Reference:	ACE A2
Service(s):	Executive & Member Services
Lead Member(s):	Councillor Promise Knight

Savings Proposals:	Governance
Γιομοσαίδ.	Deletion and realignment of post (NB: this is contingent on staying with virtual or physical meetings i.e. not moving to hybrid meetings).

Financial and Staffing Information

2020/21	
Total budget for the service(s) £'000:	£3,700
Total post numbers in the services(s) (FTE):	38.6

	2021/22	2022/23
	£'000	£'000
Proposed saving:	10	
	FTE	FTE
Proposed staffing reduction		

Proposed savings

Deletion and realignment of post (NB: this is contingent on staying with virtual or physical meetings i.e. not moving to hybrid meetings).

How would this affect users of this service?

Restructuring the team to build in more resource at the administrative level should allow governance officers to focus on more value added tasks having a positive impact on the members and members of the public who use the service.

Key milestones

Recruit to the next post in May 2021.

Key consultations

N/A – the occupant for the deleted post has applied for voluntary redundancy.

Key risks and mitigations

The main risk is the current incumbent leaving with significant corporate memory and technical background, especially in relation to the planning committee. We are already having another governance officer shadow him to mitigate these risks.

Equality impact screening

Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups? Please indicate Y/N below:	
Disabled people	N
Particular ethnic groups	N
Men or women	N
Particular sexual orientations	N
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender	N
reassignment	
Particular age groups	N
Groups with particular faiths/beliefs	N
Pregnancy/maternity	N
Marriage/civil partnership	N

EIA required?:	No
EIA to be completed	N/A
by:	
Deadline:	N/A

Lead officer for this	Katie Smith
proposal:	

Reference:	ACE A3
Service(s):	Executive & Member Services
Lead Member(s):	Councillor Promise Knight

Savings	Chief Executive's Office	
Proposals:	Reduce various small budget lines	

Financial and Staffing Information

2020/21	
Total budget for the service(s) £'000:	£3,700
Total post numbers in the services(s) (FTE):	38.6

	2021/22	2022/23
	£'000	£'000
Proposed saving:	30	
	FTE	FTE
Proposed staffing reduction	n/a	

Proposed savings

Reduce various small budget lines.

How would this affect users of this service?

This budget is to support internal training and consultancy projects so unlikely to have an impact on service users.

Key milestones

N/A

Key consultations

N/A – no staff involved.

The budget has previously been underspent so few risks are envisaged.

Equality impact screening

Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups? Please indicate Y/N below:	
Disabled people	N
Particular ethnic groups	N
Men or women	N
Particular sexual orientations	N
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	N
Particular age groups	N
Groups with particular faiths/beliefs	N
Pregnancy/maternity	N
Marriage/civil partnership	N

EIA required?:	No
EIA to be completed	N/A
by:	
Deadline:	N/A

Lead officer for this	Katie Smith
proposal:	

Reference:	CYP A3
Service(s):	Setting & School Effectiveness (SSE)
Lead Member(s):	Cllr Patel and Cllr Stephens

Savings	Gordon Brown Centre expanded offer
Proposals:	

Financial and Staffing Information

2020/21	
Total budget for the service(s) £'000:	(£195)
Total post numbers in the services(s) (FTE):	25.92

	2021/22	2022/23
	£'000	£'000
Proposed saving:		300
	FTE	FTE
Proposed staffing reduction	0	

Proposed savings

The GBC is a residential holiday activity centre owned and run by Brent Council. An expanded use of the Centre, either supporting families with children at risk of being taken into care or as a residential provision for Looked After Children, would realise either cost avoidance or additional income.

Placements would be for Brent children and offered to other LAs to commission (with differential fee rates). There would be some investment costs (capital works to make the accommodation suitable and staffing costs).

Savings are calculated on average weekly costs of similar provision and an analysis of likely demand.

How would this affect users of this service?

This will provide looked after children with greater sufficiency of accommodation.

The provision will need to be expanded carefully so as to maintain educational holiday activity opportunities for Brent children.

Key milestones

- Skills review of current staff November 2020
- Review land covenants December 2020
- Complete review of capital planning requirements December 2020
- Agree recruitment and staff development plan January 2020
- Recruitment and training of staff January 2020-April 2020

Key consultations

Hampshire County Council and Hampshire CCG, the statutory partners in the location where the GBC is situated, will be consulted on the development of new provision.

Key risks and mitigations

Some options may not be realisable. Risk mitigated by a wide range of options being considered to achieve savings, including the exploration of whether a disposal of the Centre site could be achieved if expanded service options are not viable.

The options appraisal and complexity of approvals processes may dilute original aims, resulting in slippage and unrealised savings. This risk will be mitigated by strong project governance and borough project representation with appropriate delegated responsibility.

Any required agreements with Hampshire County Council and CCG may take additional time, due to complexity of approvals processes. This risk will be mitigated by establishment of senior officer engagement with partners as part of strong project governance.

New use may not align with continued operational delivery of holiday activity centre services, reducing the wider offer for Brent children and young people. Development options will consider the use of the full site, which is of a large size and sufficient to accommodate multiple uses.

Equality impact screening

Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups? Please indicate Y/N below:	
Disabled people	N
Particular ethnic groups	N
Men or women N	

Particular sexual orientations	N
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender	N
reassignment	
Particular age groups	N
Groups with particular faiths/beliefs	N
Pregnancy/maternity	N
Marriage/civil partnership	N

EIA required?:	No
EIA to be completed	N/A
by:	
Deadline:	N/A

Lead officer for this	John Galligan, Head of Service Setting and School
proposal:	Effectiveness

Reference:	CYP B1
Service(s):	Forward Planning, Performance & Partnerships (FPPP)
Lead Member(s):	Cllr Patel

Savings	Further integration with health
Proposals:	

Financial and Staffing Information

2020/21	
Total budget for the service(s) £'000:	£17,706
Total post numbers in the services(s) (FTE):	42

	2021/22	2022/23
	£'000	£'000
Proposed saving:	180	
	FTE	FTE
Proposed staffing reduction	0	

Proposed savings

Significant opportunities to deliver more efficient commissioning and service delivery, building on established joint commissioning, have previously been identified with health partners. It is proposed that these opportunities are revisited by Brent Council commissioning and/or directly providing provision on behalf of Brent CCG to deliver more efficient services and achieve savings.

Future North West London health planning arrangements provide opportunities for more efficient services, both through an Integrated Care System (ICS) at a North West London level for commissioning and Integrated Care Provider (ICP) borough-level teams integrating with LA, GPs, mental health, and community healthcare.

How would this affect users of this service?

Further progress towards a more fully integrated approach should reduce duplications for children and families and ensure clearer pathways for services.

Key milestones

- CCG engagement November 2020
- Review of complex care packages to inform joint commissioning priorities November 2020
- Agree priorities as part of North West London health planning December 2020
- Draft contracts for April 2021 by end January 2021
- Implement new contracts for services April 2021

Key consultations

- Consultation with the CCG through North West London health planning arrangements
- Brent Parent Carer Forum to be consulted on any changes to contracts and pathways

Key risks and mitigations

Future North West London health planning arrangements may not allow the opportunity to integrate commissioning and provision. This risk to be mitigated by early engagement of Brent CCG through Brent Children's Trust

Redesigned pathways and services do not meet the needs of children and families. This risk to be mitigated by involvement of Brent Parent Carer Forum from the start of work on integrated approaches, supported by regular monitoring and oversight through Brent Children's Trust.

Equality impact screening

Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups? Please indicate Y/N below:		
impact off any of the following groups: Flease indicate 1710 below	/V .	
Disabled people	N	
Particular ethnic groups	N	
Men or women	N	
Particular sexual orientations	N	
People who are proposing to undergo, are undergoing or have	N	
undergone a process or part of a process of gender		
reassignment		
Particular age groups	N	
Groups with particular faiths/beliefs	N	
Pregnancy/maternity	N	
Marriage/civil partnership	N	

EIA required?:	No
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EIA to be completed	N/A
by:	
Deadline:	N/A

Lead officer for this	Shirley Parks, Head of Service FPPP
proposal:	

Reference:	CWB C2
Service(s):	Housing General Fund
Lead Member(s):	Cllr Southwood

Savings Proposals:	Increase the level of staff costs that are capitalised within Housing Partnerships annually, leading to a reduction in the revenue budget required annually (does not impact headcount).
	neadcount).

Financial and Staffing Information

2020/21	
Total budget for the service(s) £'000:	5,249
Total post numbers in the services(s) (FTE):	13

	2021/22	2022/23
	£'000	£'000
Proposed saving:	100	-
	FTE	FTE
Proposed staffing reduction	N/A	N/A

Proposed savings

A saving of £100k per annum can be achieved by increasing the proportion of staff salaries within Housing Partnerships which are capitalised (doing so will reduce the expense within the revenue budget). In 2019/20, the capitalisation of salaries within Housing Partnerships amounted to £258k. Following a review of the proportions of staff salaries that are capitalised, an additional £100k can be capitalised annually.

How would this affect users of this service?

This would have no impact on the users of the service.

Key milestones

None.

Key consultations

Not required.

Key risks and mitigations

None.

Equality impact screening

Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups? Please indicate Y/N below:	
Disabled people	N
Particular ethnic groups	N
Men or women	N
Particular sexual orientations	N
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	N
Particular age groups	N
Groups with particular faiths/beliefs	N
Pregnancy/maternity	N
Marriage/civil partnership	N

EIA required?:	No
EIA to be completed	N/A
by:	
Deadline:	N/A

Lead officer for this	John Magness
proposal:	

Reference:	CDS A2
Service(s):	Customer Access
Lead Member(s):	Cllr McLennan

Savings Proposals:	Review of customer front face offer
-	Create a new community Hub in Civic Centre.
	Create team leader to manage resident financial support function.

Financial and Staffing Information

2020/21	
Total budget for the service(s) £'000:	£10,700
Total post numbers in the services(s) (FTE):	240.7

	2021/22	2022/23
	£'000	£'000
Proposed saving:	75	
	FTE	FTE
Proposed staffing reduction	Review of posts providing face to face customer services	

Proposed savings

A full review of the customer front face offer in the Civic Centre would take place from autumn 2020 onwards.

The intention would be to retain a 4 hours a day 5-day week service managed by customer services (as has been the case since July 2020).

Review of front facing customer offer

In addition to this, it is proposed to establish an additional Hub in the Civic Centre in line with the current 5 community hubs. This would enhance the support on offer at the civic centre to our most vulnerable residents.

This would require additional resource, as follows:

P02 Hub co-ordinator: £55k 2 S01 Hub advisors: 2 X £43k

In line with the above, a review of the Council's approach to Revenue and Debt management and customer service will take place hence the proposed deletion of the Enforcement Service manager (see below).

This would be replaced with a more ethical service approach with our customers in line with the proposed team to support the resident support fund, LWA, DHP, and Hubs offer.

This would require additional resource, as follows:

PO3 Customer Services operations team leader to manage resident financial

support function: £61k. Total savings: £277k Total growth: £202k Total net savings: £75k

How would this affect users of this service?

Customer services operations in the Customer Services Centre would be available for 4 hours per weekday.

An additional community hub would be established in the Civic Centre to provide support for our most vulnerable residents.

Key milestones

Autumn 2020 – evaluation of CSC visitor numbers. Nov 2020 – implementation of new customer portal

Key consultations

Spring 2021 – staff consultation Spring 2021 – public consultation

Equality impact screening

Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups? Please indicate Y/N below:	
Disabled people	Υ
Particular ethnic groups	Υ
Men or women N	
Particular sexual orientations N	

People who are proposing to undergo, are undergoing or have	N
undergone a process or part of a process of gender	
reassignment	
Particular age groups	Υ
Groups with particular faiths/beliefs	N
Pregnancy/maternity	N
Marriage/civil partnership	N

EIA required?:	YES
EIA to be completed	Thomas Cattermole
by:	
Deadline:	To be confirmed

Lead officer for this	Thomas Cattermole
proposal:	Director of Customer Access

Reference:	CDS A4
Service(s):	Customer Access
Lead Member(s):	Cllr McLennan

Savings	Reduction of vacant Enforcement Service Manager P06 post.
Proposals:	Post is currently vacant.

Financial and Staffing Information

2020/21	
Total budget for the service(s) £'000:	£10,700
Total post numbers in the services(s) (FTE):	240.7

	2021/22	2022/23
	£'000	£'000
Proposed saving:	75k	
-	FTE	FTE
Proposed staffing reduction	1 (currently vacant)	

Proposed savings

Reduction of vacant Enforcement Service Manager P06 post.

How would this affect users of this service?

Nil effect

Key milestones

N/A

Key consultations

N/A

N/A

Equality impact screening

Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups? Please indicate Y/N below:	
Disabled people	N
Particular ethnic groups	N
Men or women	N
Particular sexual orientations	N
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	N
Particular age groups	N
Groups with particular faiths/beliefs	N
Pregnancy/maternity	N
Marriage/civil partnership	N

EIA required?:	N
EIA to be completed	N/A
by:	
Deadline:	N/A

Lead officer for this	Thomas Cattermole, Director of Customer Access
proposal:	

Reference:	CDS A5
Service(s):	Customer Access
Lead Member(s):	Cllr McLennan

Savings	Less reliance on the resilience contract
Proposals:	
_	

Financial and Staffing Information

2020/21	
Total budget for the service(s) £'000:	£10,700
Total post numbers in the services(s) (FTE):	240.7

	2021/22	2022/23
	£'000	£'000
Proposed saving:	100	
	FTE	FTE
Proposed staffing reduction		

Proposed savings

Review of benefits assessment process, review of the Scale 6 Assessment Officer posts and reduction in use of the resilience contract.

How would this affect users of this service?

This proposal would provide an improved assessment process with less reliance on external resilience contract.

Key milestones

N/A

Key consultations

N/A

N/A

Equality impact screening

Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups? Please indicate Y/N below:	
Disabled people	N
Particular ethnic groups	N
Men or women	N
Particular sexual orientations	N
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	N
Particular age groups	N
Groups with particular faiths/beliefs	N
Pregnancy/maternity	N
Marriage/civil partnership	N

EIA required?:	No
EIA to be completed	N/A
by:	
Deadline:	N/A

Lead officer for this	Thomas Cattermole, Director of Customer Access
proposal:	

Reference:	R&E A1
Service(s):	Regeneration & Environment
Lead Member(s):	Cllr Tatler

Savings	Capitalisation - £340k
Proposals:	Allocating activity to capital projects enabling costs to be transferred from GF to capital
	·

Financial and Staffing Information

2020/21	
Total budget for the service(s) £'000:	10,221 (Expenditure Budget)
Total post numbers in the services(s) (FTE):	180

	2021/22	2022/23
	£'000	£'000
Proposed saving:	340	0
	FTE	FTE
Proposed staffing reduction	0	0

Proposed savings

Capitalisation - £340k

Allocating activity to capital projects enabling costs to be transferred from GF to capital. This would utilise the available administration charge from developer contributions.

How would this affect users of this service?

N/A

Key milestones

N/A

Key consultations

N/A

N/A

Equality impact screening

Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups? Please indicate Y/N below:	
Disabled people	N
Particular ethnic groups	N
Men or women	N
Particular sexual orientations	N
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	N
Particular age groups	N
Groups with particular faiths/beliefs	N
Pregnancy/maternity	N
Marriage/civil partnership	N

EIA required?:	No
EIA to be completed	N/A
by:	
Deadline:	N/A

Lead officer for this	Alice Lester
proposal:	

Budget Options Information

Reference:	R&E A2	
Service(s):	Passenger Transport	
Lead Member(s):	Cllr Sheth	

Savings	A further and additional review of the commercial aspects of
Proposals:	the service to identify operational efficiencies, particularly with respect to route rationalisation, parking arrangements and on-
	bus support requirements. This may extend to a joint review with CYP of what opportunities there might be to promote and
	facilitate better take-up of independent travel by pupils.

Financial and Staffing Information

2020/21			
Total budget for the service(s) £'000:	10,938 net		
Total post numbers in the services(s) (FTE):	0		

	2021/22	2022/23
	£'000	£'000
Proposed saving:	0	100
	FTE	FTE
Proposed staffing reduction:	N/A	N/A

Proposed savings

Reviewing routes, relocating a number of buses back to a Brent depot from Harrow to reduce operating times and costs, and to consider options to promote better take up of independent travel.

How would this affect users of this service?

Will create efficiencies in terms of routes and driving times and so create better comfort for passengers. Will encourage greater independence for passengers if alternative travel options are taken up.

Key milestones

Review as part of RLS 2023 Redefining Local Services Strategy.

Key consultations

Harrow Council as shared service partners, and also passengers.

Key risks and mitigations

To avoid disruption for passengers, full and sensitive consultation is required with operational changes only implemented during holiday periods.

Equality impact screening

Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups:		
Disabled people	Υ	
Particular ethnic groups	N	
Men or Women (include impacts due to pregnancy/maternity)	N	
People of particular sexual orientation/s	N	
People who are proposing to undergo, are undergoing or have	N	
undergone a process or part of a process of gender reassignment		
People in particular age groups	Υ	
Groups with particular faiths/beliefs	N	
Marriage / civil partnership	N	

If the screening has identified a potentially disproportionate adverse impact, you will need to complete an Equality Impact Assessment.

EIA required?:	Yes
EIA to be completed	Chris Whyte
by:	
Deadline:	Jan 2021

Lead officer for this	Chris Whyte, Operational Director, Operational Services.
proposal:	

Appendix D: Summary of the HRA Business Plan

1. Introduction

- 1.1 This report includes a proposal for HRA rent setting for 2021/22 and provides an update to the Housing Revenue Account (HRA) Business Plan, along with highlighting the key assumptions required to reflect national policies and financial impacts to the HRA. The business plan projections reflect the income and expenditure required to manage the landlord function and, at the same time, work towards the Council's objectives to increase Council housing supply in Brent.
- 1.2 This report does not attempt to summarise all aspects of the HRA business plan but aims to highlight areas where particular issues should be noted and consider options for future budget strategy.

2. National and local policies that can impact the HRA Business Plan

- 2.1 The HRA self-financing system for Council Housing was implemented in April 2012. Under HRA self-financing, the Council's HRA continues to be a ring-fenced account (income and expenditure) for Council dwellings. HRA self-financing is intended to allow local authority landlords to manage and maintain their own stock from the rental income they generate.
- 2.2 In October 2018, the government announced that the HRA borrowing cap would be lifted, revoking the previous determinations that specified local authorities' limits on indebtedness. This has provided councils with new borrowing powers to increase their housing supply, with a focus on mixed-tenure development including homes for social rent, affordable rent and shared equity products.
- 2.3 The Welfare Reform Act 2012 introduced radical changes to the welfare system, which included a reduction of housing benefits for social tenants if their accommodation is considered larger than required. It also introduced a new universal credit system to be implemented over time, where benefit payments would be made directly to the tenant, rather than the landlord. This change increases the risk of non-collection, which would lead to a rise in rent arrears.
- 2.4 The Welfare Reform Act 2016 imposed a 1% rent reduction a year for 4 years from April 2016 to March 2020. The final financial year of reductions being 2019/20. The resulting loss of rental income for Brent over this period was £23 million when compared to the income that would have been due to the Council if this was not imposed.
- 2.5 It was therefore necessary to make revenue savings within the HRA to compensate for the loss of rental income. A combination of these savings and the use of HRA reserves has helped to achieve a balanced budget during the period of rent reduction, as required by legislation.

- 2.6 In October 2017, the government announced a return to the option of increasing rent by CPI plus 1% for 5 years for all local authorities, starting in April 2020.
- 2.7 A return to the CPI plus 1% model for 5 years from April 2020 will provide some stability and certainty over planned investment in the current stock, service improvements and new developments, at least in the short to medium term. The approach to be taken by the government beyond 2025 remains uncertain for all local authorities. In the absence of this information, it is assumed in the business plan that rent will remain as CPI plus 1% after 2025.
- 2.8 Increasing rents by CPI plus 1% over the next 5 years allows profiling of major works to be funded without the need to borrow in the long term. This creates the possibility for a borrowing strategy to be exclusively aimed towards new builds and housing supply. It is important to consider both short and long-term impacts of rent setting, as it will have an accumulated impact on future budget availability, similar to the way council tax is modelled.
- 2.9 Increasing rents by CPI plus 1% will also help the Council to deliver its commitment to fire safety improvement works, address the gaps identified from the stock condition survey, as well as fund agreed uplifts in contracts without affecting the delivery of essential services.
- 2.10 The independent review of building regulations and fire safety, also known as The Hackitt Report, was published in 2018. The report set out over 50 recommendations for the delivery of a robust regulatory system. As a result, in June 2019, the government published the 'Building a Safer Future' consultation detailing proposals to achieve long-term reform of the building safety system. This document sets out the government's proposals for a reformed building safety system covering the performance of all buildings, as well as the management of fire and structural safety risks in new and existing buildings in scope.
- 2.11 A low-rise fire safety programme was developed by Brent Housing Management to address risks in 1,208 converted and purpose built blocks. With regard to high-rise blocks, it was decided to go over and above regulatory standards by carrying out Type 4 Fire Risk Assessments across all tower blocks over 12 storeys, the outcome of which found no fundamental issues or safety concerns. The Council is currently in the process of developing a robust major works programme, as outlined in the Asset Management Strategy, to deliver the highest standards of compliance, providing ongoing peace of mind and reassurance to our residents when it comes to fire safety in tenant homes.
- 2.12 As part of the South Kilburn regeneration programme, the Gloucester House & Durham Court site is being redeveloped to provide 235 new affordable homes to assured social tenants. These are expected to be fully occupied by Brent's residents by December 2021. Brent Council owns the freehold and the Council's housing team, together with the Council's energy team, will provide the billing for heat to the residents. The associated costs will be funded by service charges and

- through the HRA asset management strategy, in line with other communal heating networks.
- 2.13 In May 2019, the UK government declared a climate change emergency, committing to target net zero carbon emissions by 2050. In July 2019, Brent declared a local climate and ecological emergency, and has committed to working towards carbon neutrality by the year 2030.
- 2.14 London Councils have included a target of an average EPC Band B rating for London's housing stock by 2030 as part of its Joint Statement with the London Environment Directors' Network on Climate Change. A key feature of the borough-wide climate strategy will be to achieve an average level of EPC band B by retrofitting all housing properties by 2030. Research and piloting work on this is underway for 2020/21, and will form part of the future updates to the Asset Management Strategy.
- 2.15 Brent has committed to an ambitious strategic housing target to deliver 5,000 new affordable homes over the five year period between 2019 2024. The 5,000 new affordable homes includes the provision of 1,000 to be delivered directly by the Council by the 31st March 2024. As of July 2020, 146 homes have already been delivered, with more in pipeline. The current baseline business plan has incorporated the expected delivery of an additional 461 new homes, along with the associated income and expenditure. Further schemes will be added into the business plan during the year, when they have progressed to advanced stages after completing financial appraisals.

3. Rent setting proposal for 2021/22

3.1 The table below shows the current average rent levels and the proposed increase of CPI plus 1% which equates to 1.5% for 2021/22. All new re-lets are charged at target rent, which is reflected in the current average rent.

Bed Size	Current Average Rent 2020/21	Proposed Average Rent (1.5%) 2021/22	Proposed v Current Rent
	£	£	£
Bedsits	87.33	88.64	1.31
1	102.30	103.84	1.54
2	118.16	119.94	1.78
3	129.63	131.57	1.94
4	141.41	143.53	2.12
5	154.20	156.51	2.31
6+	177.74	180.41	2.67
Average Rent	116.30	118.05	1.75

- 3.2 The proposed rent rates for 2021/22 will be £1.75 per week (1.5%) higher, on average, when compared to the previous financial year.
- 3.3 A rent increase of 1.5% is estimated to result in an additional £0.7m of income when compared to 2020/21. However, this is £0.5m less than previously assumed in the business plan. This due to CPI reducing by 1.2% compared to last year, which is the result of unprecedented national economic pressures due to the ongoing pandemic.
- 3.4 The net rent amounts exclude service charges. Service charges are a recharge to tenants and leaseholders based on actual costs incurred in providing specific services, such as estate cleaning.
- 3.5 Two other options have been modelled:
 - i. Rents could be increased by just CPI (0.5% in September 2020). This is estimated to increase rental income by £0.2m. However, this would result in a £0.4m deficit (as per the table below), which will need to be covered by the operating reserve.
 - ii. Rents could be frozen at current rates. However, this will result in a shortfall of £0.6m and could potentially result in significant redcutions to operating reserve in order to balance the budget.

Both of these options would result in reduced maintenance and service improvements to tenants and leaseholders.

3.6 The table below illustrates the different options for rent setting and the projected outturn for 2021/22 as a result of indicative budget requirements to specific expenditure lines:

	Budget Requirements		Rent Setting So		cenarios
Rent Setting Scenarios 2021/22	Budgets 2020/21	Indicative Budget 2021/22	1.5%	0.5%	Freeze
	£m	£m	£m	£m	£m
Net Rent	(47.5)	(48.2)	(0.7)	(0.2)	0.0
Rent related expenditure (not recoverable through service charges)					
Supervision and management	11.8	12.2	0.4	0.4	0.4
Repairs and maintenance	11.7	12.1	0.4	0.4	0.4

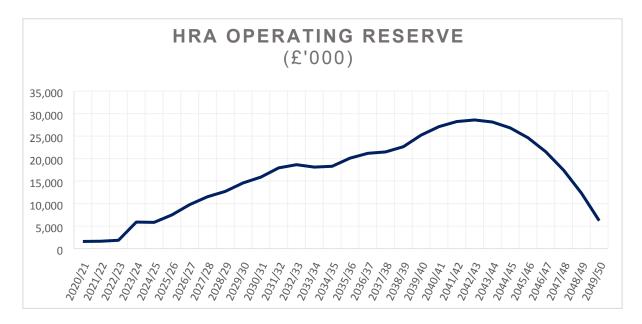
Efficiency savings	-	(0.5)	(0.5)	(0.5)	(0.5)
Major works	13.5	13.5	0.0	0.0	0.0
Provision for bad debts	0.4	0.7	0.3	0.3	0.3
Rents rates and other charges	0.9	0.9	0.0	0.0	0.0
Financing costs	9.2	9.2	0.0	0.0	0.0
Net (Surplus) / Deficit	0.0	(0.1)	(0.1)	0.4	0.6

- 3.7 Supervision and management costs include allowances for pay inflation uplifts in the business plan. An assumed 3% inflation in 2021/22 will amount to an additional £0.4m budget requirement compared to previous year.
- 3.8 Repairs and maintenance contracts include an annual RPI inflationary uplift assumed at 3%, this will result in an additional £0.4m budget requirement.
- 3.9 Efficiency savings targets are incorporated into the budget setting process and business plan, in line with the Council's overall budget setting process. A 2% efficiency target across management and repairs will result in a £0.5m budget reduction for 2021/22, with an average saving reduction of £1.6m per annum over 30 years.
- 3.10 The major works expenditure for 2021/22 is budgeted to remain consistent with the previous year, which is in line with the affordability projections in the business plan. A two-year stock investment plan for 2020/21 and 2021/22 has been developed, whilst the Asset Management Strategy is being finalised following consultation with residents. During the first period of the capital investment strategy, the main focus is on the major refurbishment programme of high rise properties and completing the low-rise fire safety programme.
- 3.11 Future capital investment decisions derived from the Asset Management Strategy will need to be made in line with the affordability projections set out in the HRA Business Plan. It is envisaged that any significant investment identified in the Asset Management Strategy will require remodelling of the Business Plan to ensure that the cumulative financial impact of investment is sustainable over the long term, so that the HRA does not face a budget deficit over the next 30 years.
- 3.12 The provision for bad debt is a key budget risk arising from the ongoing global pandemic, adding to the risk of under-recovery resulting from the rollout of Universal Credit. Covid-19 and Universal Credit are expected to have an impact on rental income collection rates, which could lead to an increased likelihood of bad debts arising. The average collection rate in 2019/20 was 98.6%, which led to a £0.6m increase (from £4.2m to £4.8m) in rental arrears as at 31st of March 2020.
- 3.13 The full impact on income collection rates due to the pandemic is uncertain. The table below considers different scenarios for rent and service charge collections:

Scenario	Detail	Forecast Service Charges Income	Forecast Rental Income	Forecast Total Income	Ongoing Covid-19 related pressure
		£m	£m	£m	£m
1	100% collections	4.68	49.87	54.55	-
2	No drop in service charge collection rates and 1.4% drop in rent collection rates (same as last year)	4.68	49.17	53.85	0.70
3	5% drop in service charge collection rates and 2% drop in rent collection rates	4.45	48.87	53.32	1.23
4	10% drop in service charge collection rates and 4% drop in rent collection rates	4.21	47.88	52.09	2.46
5	15% drop in service charge collection rates and 6% drop in rent collection rates	3.98	46.88	50.86	3.69

- 3.14 The reduced collection rates could result in a requirement for the HRA to set aside additional sums, particularly in the short-term due to Covid-19, in order to accumulate sufficient funds to absorb the impact of the increased likelihood of bad debts arising. If any of the above scenarios materialise, it is likely to have an immediate budgetary impact on major works in order to mitigate cashflow shortages in the short-term. The business plan has been developed to take the sensitivity of collections rates into consideration and set aside an average of £0.5m each year for bad debts over the life of the business plan. This would allow the HRA to accommodate the drop in collection rates modelled in the worst case Scenario 5 and be able to absorb the resulting bad debt of £3.7m by 2027/28.
- 3.15 The HRA operating reserve as at 31st March 2020 was £1.4m, and it is not anticipated to be used while rent increases are set at CPI plus 1%. Currently, the business plan models to achieve a minimum operating reserve balance that represents an estimated 3% of income (£200 per unit), which is approximately £1.6m. The operating reserve is necessary to manage unexpected deficits, or for smoothing in-year budget pressures due to timing differences between the cost of building new homes and receiving rental income, so that it can offset the increased borrowing costs. In addition to the need for the HRA to balance competing demands, such as investing in supply of new homes, the current pandemic has further stressed the importance of maintaining an adequate level of reserves.

3.16 The graph below illustrates the baseline projections of the operating reserve over the next 30 years. The reserve balance increases during the medium-term, reflecting assumed annual rent increases of CPI plus 1%. The eventual reduction in the later years of the business plan is a reflection of accumulated inflationary uplifts and planned maintenance costs catching up with rental income, resulting in a reserve balance of £6m in year 30.



4. Summary of key assumptions in the HRA Business Plan

- 4.1 The HRA business plan provides long-term financial forecasts resulting from the implications of the Council's spending, investment and rent-setting decisions, based on the authority's current income, expenditure and investment expectations. The data is combined with key assumptions on how costs and income might change in the future to illustrate what the authority can reasonably expect to happen, using the best available information.
- 4.2 Regular review of assumptions is important in order to help the Council to make early decisions that help keep the HRA in balance, whilst also delivering substantial levels of investment in Council housing.
- 4.3 A summary of the key assumptions that underpin the 30 Year Business Plan are presented below:

Description	How it impacts the Business Plan	Assumptions used in the Business Plan
HRA Stock	Projected rental income is based on stock numbers	Baseline stock numbers in the current year are adjusted for projected RTB sales and new affordable housing supply

Description	How it impacts the Business Plan	Assumptions used in the Business Plan
Inflation on supplies and services	All income and expenditure is adjusted for inflation to reflect general cost increases	Rental income uses CPI, all other expenditure is assumed at RPI. CPI 0.5% and RPI 3%
Minimum Working Balance	Target level of minimum reserve for any overspends	Working balance requirements assumed at 3% of income giving circa £1.6m
Rental Income	Tenant rent projections are driven by stock numbers and average rent. Tenant rent is the largest source of income for the HRA	Average rent is currently set at £116 per week. Rent is adjusted as per government policy. Assumed CPI+1% in 2021/22 (1.5%)
Supervision and Management Costs	Rental income is allocated to management costs of providing a landlord service	Cost assumed to increase by RPI each year
Service Charges	Cost of specific services are charged back to tenants and leaseholders	Service charge uplift is in line with anticipated cost increases at RPI
Voids	Level of void properties have an impact on rental income that can be charged	Rent loss though voids is estimated at 1.3%
Bad Debts	Rent arrears that are not collected results in loss of income	Assumed on average 0.9% of rent
Repairs and Maintenance Costs	Rental income is allocated to repairs budgets	Expenditure is adjusted in line with RPI and stock movements
Right to Buy Sales	Stock reductions reduce rental income and set a target for the Council to achieve 1-4-1 replacements	Projected 18 sales in Yr1, and 16 sales er annum going forward

Description	How it impacts the Business Plan	Assumptions used in the Business Plan
Interest rate on borrowing	Rental income is allocated to financing debt	New debt is assumed at 3% interest on average
Capital Programme - Major Works	Investment to maintain housing stock	Profiling over 30 years based on affordability. This will be updated with ongoing updates to Asset Management Strategy
HRA Debt Balance	The HRA debt balance as at 31st of March 2020 was £229m.	Currently, the business plan does not anticipate the repayment of debt over 30 years old, as it will not be affordable while investing in new housing supply
RTB Receipts	Rolling three year spend targets are set by MHCLG based on RTB sales	It is currently assumed in the business plan that spend targets will be met. Further spend projections will be added into the business plan during the year when they have progressed to advanced stages after completing financial appraisals
Affordable Housing Supply	The Council has committed to providing 1,000 affordable homes by 31 March 2024	The current baseline business plan assumes 461 new affordable homes with an estimated cost of £86m. Further schemes will be added into the business plan during the year when they have progressed to advanced stages after completing financial appraisals
Efficiency Savings	Savings contribute towards offsetting budget pressures	2% efficiency savings target across revenue costs on management and repairs

5. Risks

5.1 The business plan is based on a set of assumptions, and there will always be an element of risk of significant changes in cashflow projections in the revenue and capital accounts, if any of the assumptions fail to materialise, such as the efficiency savings target of 2% each year.

- 5.2 The impacts of Universal Credit and Covid-19 will affect the HRA Business Plan, as the number of rent arrears are expected to increase considerably. A scenario analysis has been undertaken in order to explore a range of options. Cost pressures and income losses are continuously monitored and updated in the Council's Covid-19 Budgetary Impact Tracker. A number of mitigations are in place to help support tenants with universal ceredit such as:
 - Continuing raising awareness with residents about Universal Credit, including what it means for them
 - Developing future delivery partnership with DWP
 - Establishing delivery partnership agreement that supports the most vulnerable
 - Increasing provision for digital inclusion and improve capacity for residents to manage accounts independently
 - Continuing to review strategy for maximising rent collection that reflects Universal Credit implications for transition and full service
 - Investing in technology to optimise operating process and generate efficiencies
- 5.3 Impacts of national housing policies and any changes proposed in future Government papers can have an adverse impact on the HRA and could require additional resources to address any unexpected changes.
- 5.4 Uncertainty surrounding Brexit can lead to delays in housing policy decisions. The value of sterling could fall, which would lead to an increase in the cost of imported materials. The RPI in September 2020 is 1.1%, the business plan has built in an annual uplift on costs of 3% to allow for potential fluctuations.
- 5.5 The HRA debt cap has been removed and significant borrowing is required to invest in stock in order to increase housing supply in Brent. The HRA is exposed to interest rate fluctuations, which can have a significant impact on revenue budgets and the overall business plan. In March 2020, the government announced a discounted rate of PWLB for the HRA. This means the HRA can secure borrowing at a level of 100 basis points above gilts. Brent Council operates a one-pool approach to its borrowing, where the HRA receives a proportion of the Council's overall borrowing but with the reduced rate. The Council expects to be able to secure some long-term borrowing for the HRA at these low rates. The expected borrowing rate for the HRA is predicted to remain low over the next few years due to the global pandemic, however the expectation is that it will rise in the future. Interest rates for borrowing in the HRA are currently at 2% in 2020 and the business plan has built in an annual interest rate of 3% on average to cover any fluctuations.
- 5.6 Spend targets for 1-4-1 receipts set by Government mean that the Council may need to transfer receipts with interest, if spend targets are not met within 3 years of receiving the receipt. There is currently an agreement in place with the GLA to

- ring-fence RTB receipts for a further 3 years if Brent transfers over any unspent RTB receipts to the government.
- 5.7 Since the early 2000s, a large number of councils in London, including LB Brent, entered into agreements with water companies to collect payments from their social housing tenants towards the water and sewerage charges. The councils were operating under the assumption that they were entitled to a discount from the water providers when they bought the water rates, on the basis that they were acting as their agent in collecting the water rates. The discount was to cover for bad debts, void loss and commission. However, following court rulings involving Southwark and Kingston-Upon-Thames, it was deemed that the councils were providing these water collection services as a 'water reseller', and not as an 'agent' of the water companies, as initially assumed. This means that the councils were only allowed to levy a small administration charge on top of the amount charged by the water undertaker, and therefore, councils have been overcharging their tenants for water and sewerage.
- 5.8 Therefore, Brent, and all local authorities, who had similar agreements with regional water companies, will need to reimburse all social housing tenants for any overcharged amounts. Brent had two such water collection agreements in respect of water charges, one with Thames Water and another with Affinity Water (formerly Three Valleys).
- 5.9 As these sums were received into each authorities' Housing Revenue Account, the money for these reimbursements will need to come out of local authorities' Housing Revenue Accounts as well. For Brent, the financial exposure has been estimated to be between £3m and £7m, depending on the calculation methodology and reimbursement period applied.
- 5.10 In 2019/20, Brent has taken a prudent action, consistent with other providers of social housing, to set aside a provision of £2.8m for the water case to cover the cost of making payments to residents, should this be required. The Council is also considering other mitigating actions, such as re-profiling planned works to achieve revenue cost reductions and utilising unreserved capital receipts.





Cabinet 7 December 2020

Report from the Assistant Chief Executive

A Fairer Future Ending Poverty in Brent - Delivery Plans

Wards Affected:	All
Open or Partly Exempt	Open
No of Appendices	Four: Appendix 1: Delivery Plan Workstream One Housing Appendix 2: Delivery Plan Workstream Two Economy and Jobs Appendix 3: Delivery Plan Workstream Three Financial Inclusion and Welfare Appendix 4:Delivery Plan Workstream Four Overview Recommendations
Background Papers	None
Contact Officer(s):	Shazia Hussain – Assistant Chief Executive Shazia.hussain@brent.gov.uk Jackie Barry-Purssell – Senior Policy and Scrutiny Officer Jacqueline.barry-purssell@brent.gov.uk Tel: 020 8937 1958

1.0 Purpose of the Report

1.1 Brent's Poverty Commission's final report was presented to Cabinet on 7 September. This report presents to Cabinet the delivery plans to take forward implementation of the Poverty Commission recommendations.

2.0 Recommendations

- 2.1 To note and approve the delivery plans attached as Appendices 1-4.
- 2.2 To note the proposal that Cabinet will monitor the implementation of the delivery plans by receiving regular updates for each of the workstreams: housing,

economy and jobs, financial inclusion and welfare and the overview recommendations.

3.0 Detail

- 3.1 Brent's Poverty Commission was established in January 2020. The Poverty Commission was commissioned by the council's Cabinet Member for Housing and Welfare Reform, Cllr Eleanor Southwood. It was independently chaired by Lord Best OBE.
- 3.2 The Commission included local, regional and national stakeholders and experts in their fields. Although established by the council, the Commission itself was fully independent and non-party political. The work of the Chair and Commissioners focused on four workstreams housing, economy and jobs, tackling financial exclusion and welfare. The Commission found that these issues are frequently inter-related and that those in poverty often face challenges across these areas.
- 3.3 The report and recommendations were presented to Cabinet on 7 September where all of the recommendations were accepted. Cabinet also agreed the development of delivery plans for implementation of the recommendations.
- 3.4 The delivery plans are set out under four workstreams:
 - Workstream One Housing (9 Recommendations)
 - Workstream Two Economy and Jobs (15 Recommendations)
 - Workstream Three Financial Inclusion and Welfare (12 Recommendations)
 - Workstream Four Overview Recommendations (6 Recommendations)

Each delivery plan details the financial implications, update and key milestones as well as the lead directorate/s responsible for implementation of the recommendations. These have been developed with colleagues across the council. The update/key milestones section outlines progress to date on each recommendation as well as future plans for delivery including timescales.

- 3.5 The pandemic has highlighted the impacts poverty has on people's lives. It has also shown how easy it is for events to put people into poverty. The immediate and longer-term impacts of the pandemic and future challenges to the national and local economies reinforce the importance of the council prioritising actions and resources on those areas that are most important for the people of Brent. Both in meeting the current situation and ensuring the recovery does not leave anyone behind, tackling poverty is a key priority for the council. Actions within the delivery plans focus on recovery.
- 3.6 As part of the delivery plan process and in response to recommendation F of workstream four (overview recommendations) a consultative group has been brought together with representation from elected members, local, regional and community organisations. The composition of the group is:
 - Cllr Kabir
 - Chris Murray Young Brent Foundation

- Jacqueline Carr Citizens Advice Brent
- Atara Fridler Crisis
- Theresa McGrady Step Up Hub
- Claudia Sumner Child Poverty Action Group
- Paul Hunter Smith Institute
- Greg Beales Shelter

The consultative group members represent housing, economy and jobs, financial inclusion and welfare – the workstreams of the Commission.

- 3.7 If the issues of key importance to addressing poverty in Brent, its neighbourhoods and communities are to be tackled, it is vital to draw on the knowledge, perspectives, resources and experience of the range of individuals and organisations active in the field to:
 - Provide advice in ways that can make a real contribution to addressing poverty.
 - Help ensure the voices of those experiencing poverty are heard in particular, helping the council use its engagement channels to gain the perspectives of those in poverty or using relevant council services.
 - Advise on areas related to the Commission's findings which are not a specific recommendation such as period poverty.
 - Ensure the council is informed of the latest research and thinking in the field at local, regional and national levels, sharing best practice and commissioning research into issues relevant to poverty in Brent.
 - Provide a forum to discuss issues of common concern and a means of raising these with decision-makers in the council and beyond.
 - Advise on delivery and progress in delivering the Poverty Commission's recommendations.
 - Support the council's longer-term commitment to tackling poverty.

It will be essential to confirm the baseline for the key activities and what success looks like. The consultative group will play a key role in advising on outcome measures in conjunction with the specific service areas.

3.8 The consultative group seeks to address all of the above (identified in para 3.7) and will meet three times a year, advising on progress, promoting collaboration and supporting the council in the successful delivery of the recommendations. It will oversee all of the workstreams and will provide an update from its meetings to the Chief Executive and Lead Member on a regular basis.

3.9 Working principles for the Group It will:

- Encourage joint working across sectoral, organisational and service boundaries to tackle the complex, multi-faceted and inter-related issues in tackling poverty.
- Draw on group members' engagement channels to supplement the council's own outreach by sharing feedback on the "lived experience" of poverty,

identify approaches that users find particularly effective (and the opposite) and to identify and illustrate positive changes that have been made based on the delivery plan.

- Enable mutual learning, based on effective evaluation.
- Emphasise practical steps that should be taken to address poverty in Brent.
- 3.10 It is proposed that Cabinet will monitor the implementation of the delivery plans by receiving regular updates. The council's Scrutiny Committees will also receive an update on progress. The delivery plans underpin the vision and priorities of the Borough Plan.

4.0 Financial Implications

4.1 The financial implications for each of the recommendations is contained within the delivery plan. The majority of actions are able to be contained within current resources. Where additional financial implications are identified, further work will need to be done to consider how to fund these activities.

5.0 Legal Implications

5.1 There are no legal implications as a result of this report at this stage, however, legal advice will be sought in respect of each recommendation contained within the delivery plans.

6.0 Equality Implications

- 6.1 Brent is committed to equality, diversity and inclusion; the council is determined to be an exemplar of good practice in equality, diversity and human rights and it is our policy to treat everyone fairly and with respect. We aim to ensure that all our current and future residents, staff and stakeholders are treated fairly and receive appropriate, accessible services, and fair and equal opportunities.
- 6.2 This commitment requires that equality considerations play a key role in our decision-making processes and that our policies are fully compliant with the duties placed on us as a public sector body by the Equality Act 2010. Our Equality Analyses (EAs) ensure that we follow through on our commitment to equality and they provide a method for clearly demonstrating the necessary legal compliance.
- 6.3 The Equality Act 2010 replaced the pre-existing anti-discrimination laws with a single Act. The legislation covers the exercise of public functions, employment and work, goods and services, premises, associations, transport and education. The act prohibits victimisation and harassment, and all of the following forms of discrimination: direct; indirect; by association; by perception; or discrimination arising from disability. When considering the Public Sector Equality Duty pursuant to section 149 of the Equality Act 2010 The council must, in the exercise of its functions, have due regard to the need to:

- (a) eliminate discrimination, harassment and victimisation
- (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and
- (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it,
- 6.4 The Public Sector Equality Duty covers the following nine protected characteristics: age, disability, marriage and civil partnership, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation. The purpose of the duty is to enquire into whether a proposed decision disproportionately affects people with a protected characteristic. In other words, the indirect discriminatory effects of a proposed decision. Due regard is the regard that is appropriate in all the circumstances.
- 6.5 The report and delivery plans will support Brent Council to continue to meet its public sector equality duties. Equality Impact Assessments will be completed as projects are progressed. Those already completed will be reviewed as projects move through the implementation stage.
- 7.0 Any Other Implications (HR, Property etc. if necessary)
- 7.1 There are no other implications.
- 8.0 Proposed Consultation with Ward Members and Stakeholders
- 8.1 The Lead Member commissioned the work of the Poverty Commission and has been consulted throughout the process including in the development of the delivery plans. Ward Members were part of the Commission and feedback from stakeholders forms part of the Commission's findings. Ward Members are represented on the consultative group (recommendation F workstream four overview recommendations).

Report sign off:

Shazia Hussain Assistant Chief Executive



Appendix One - Brent Poverty Commission - Delivery Plan Workstream One - Housing

Ref	Recommendation (in bold = priority)	Financial Implications	Update and Key Milestones	Lead Directorate/s
2	While recognising that Brent	The acquisition	Ongoing - Brent has one of the biggest house	Community
	Council's current housing plans	and build of new housing	building programmes in London - 695 on site,	Wellbeing
	compare favourably with other local	developments	planning permission 332 and another 686 in	
	authorities, we recommend	will be incorporated	feasibility. The council will continue to borrow in	
- 77	stepping up borrowing to build and	into the Capital	order to achieve its strategic objectives. The council	
Page	bringing forward council	programme.	has secured £100m through the Mayor's Grant	
	housebuilding programmes to take		funding (2018) which is about 30% of the overall	
157	advantage of opportunities when		cost. Capital funding is in place for the remaining	
	demand for construction workers		costs. All house building is on track.	
	and for house purchase is weak.		October 2020 - April 2021 - The council enters	
			another bid round for the Mayor's Grant fund.	
			Activity from that bid round will commence from April	
			2022.	

Ref	Recommendation (in bold = priority)	Financial Implications	Update and Key Milestones	Lead Directorate/s
			April 2022 (latest) - 1,000 new homes build starts.	
			Examples include in Church End where 99 homes	
			are being built for rent.	
			The numbers of houses to be built are indicative and	
			may well increase over the lifecycle of this work.	
3	We note that Brent has undertaken	As above, new	Ongoing - Already part of the council's approach	Community
	a land and asset review to identify	housebuilding opportunities	and proposals. Some redundant garage sites have	Wellbeing
Page	opportunities for the council or its	will be factored into the capital programme as	already been used to develop new homes and	
ge ,	social sector partners to provide		others are in the pipeline.	
158	additional social housing or to use	the strategy is	On site – former garage/parking spaces – 62.	
	for community or economic	developed.		
	betterment. We recommend Brent's		Feasibility – To be submitted for planning – 493.	
	land and asset review is used to		With Planning – 21.	
	develop a strategy and plan to			
	allocate and ensure these assets			
	are utilised to assist those in			
	greatest need, e.g. using land			
	currently occupied by redundant			
	garages to build age-friendly homes			

Ref	Recommendation (in bold = priority)	Financial Implications	Update and Key Milestones	Lead Directorate/s
	that will release much needed			
	family accommodation.			
Page 159	We recommend that in pursuing its strategic target to secure 50% of new homes as affordable, Brent gives special consideration to achieving more social rented homes and considers, when making planning decisions, how new developments can help reduce poverty (including by forging close links for housing with health, education and economic development).	Within existing resources.	Ongoing - The current and draft Local Plan already have a strategic target to secure 50% of new homes as affordable over the plan period. This part of the recommendation is already in place therefore. Achievement of this target however is dependent on the viability of schemes, as per national planning policy. Creating a Borough with improved health and education for residents is embedded in the draft Local Plan, and economic development outcomes are also considered in planning policy and applications e.gsecuring affordable workspace and employment opportunities secured via S106 obligations. The government has also trialled a series of	Regeneration and Environment
			significant planning reforms including increased	

Ref	Recommendation (in bold = priority)	Financial Implications	Update and Key Milestones	Lead Directorate/s
			freedoms for properties to change uses, particularly	
			to residential. Although the detail has yet to be	
			announced, it is likely that reforms will reduce the	
			council's ability to secure affordable housing and	
			other benefits to mitigate the impacts of	
			development or secure other objectives.	
5	We recommend that Brent uses its	Within existing	Ongoing - The primary purpose of i4B is to deliver	Customer
Page 160	company, i4B, to purchase (as well	resources.	the housing options defined in the Temporary	Services and Digital
je 1	as long term leasing) PRS property		Accommodation reform plan. The core business of	Digital
60	on the market, including ex-Right to		the company is as a Private Sector Landlord	
	Buy properties, to replace the		accepting homeless nominations from the council.	
	requirement for expensive		Properties are let with the intention that the tenancy	
	temporary accommodation and to		will be the foundation on which customers can	
	acquire shops suitable for		improve their quality of life. The aim is that	
	conversion into housing to		customers enjoy secure, affordable, and well	
	regenerate high streets.		maintained accommodation.	
			The company has also secured 153 homes for key	
			workers, which is an identified gap in the borough.	

Ref	Recommendation (in bold = priority)	Financial Implications	Update and Key Milestones	Lead Directorate/s
			The company has conducted initial appraisals on	
			two regeneration opportunities and provided the	
			council with a view of how the Company could help.	
			Opportunities explored include new homes in the	
			Wembley Housing Zone and how Brent High Streets	
			could be strengthened through the provision of new	
			homes.	
			December 2020 - March 2021 - The company	
Pa			could work with a smaller Registered Provider or	
Page 161			developer to capture opportunities to strengthen the	
161			Borough's high streets through selective housing	
			interventions. i4B has contributed to a planning led	
			paper on opportunities to strengthen high streets.	
			Acquiring shops could be an option but needs to be	
			financially viable.	
6	We recommend that the council	Within existing	Indicative timings are as follows:	Community
	conducts a whole market review	resources.	December 2020 - Scope discussed and agreed.	Wellbeing
	of the Private Rented Sector – its		December 2020 - Scope discussed and agreed.	
	scale, quality, rent levels,			

Ref	Recommendation (in bold = priority)	Financial Implications	Update and Key Milestones	Lead Directorate/s
	interactions with the benefits	•	December 2020 - May 2021 - Research	
	system and partner agencies -		commissioned and undertaken to focus on key	
	with a focus on tenants'		areas such as overcrowding as well as highlighting	
	perspectives.		where the council could intervene to drive	
			improvement.	
			Sept-Dec 2021 – Revised approach implemented.	
			The aim is to become more private rented sector	
70			"user focused" - looking at the household as a	
Page			whole.	
162			In addition, the council is exploring options for a	
			tenant focused enforcement/support service for	
			private renters.	
7	We recommend that, following a	Within existing	Sept-Dec 2021 - This work will commence after the	Community
	PRS review, Brent Council	resources.	PRS review.	Wellbeing
	creates and publicises a			
	comprehensive enforcement			
	strategy to raise standards,			
	including for energy efficiency			
	(which addresses fuel poverty)			

Ref	Recommendation (in bold = priority)	Financial Implications	Update and Key Milestones	Lead Directorate/s
	over the years ahead, guided by			
	the recommendations from the			
	recent report from Dr Julie Rugg			
	(for Trust for London) ¹ .			
8	The council should work with the	Within existing	Ongoing - The housing supply and partnerships	Community
	GLA to support community and	resources.	service are working with Community Led Housing to	Wellbeing
	voluntary sector organisations to		support Brent CLT (made up of community	
Pa	identify opportunities for		organisations in Brent.). The CLT have plans to	
Page	community-led housing in Brent.		develop a housing project led by the community to	
163			target single homeless individuals.	
			February 2020 - The council has provisionally	
			awarded the project land and has approved funding	
			to the group which was agreed at the Capital	
			Investment Panel in Feb 2020.	

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¹ London boroughs' management of the private rented sector Briefing Paper Dr Julie Rugg, Centre for Housing Policy, University of York February 2020

Ref	Recommendation (in bold = priority)	Financial Implications	Update and Key Milestones	Lead Directorate/s
Page 164	We recommend that the actions proposed in the council's review of housing adaptations be implemented as speedily as possible, with particular regard to those with disabilities living in the private rented sector.	Within existing resources.	 December – January 2021 - A funding agreement needs to be drawn up and then the funding can be drawn to use towards the project. June 2018 – The review report (Private Housing Assistance Policy) was agreed at Cabinet in June 2018. It focused on: Enabling people to live healthier lives and reducing health inequalities. Supporting vulnerable people and families when they need it. June 2018 – present - Policy updated and all recommendations have been implemented. 	Community Wellbeing
10	We recommend that the council adopt a housing-led approach to all those presenting as homeless (single homeless people and families experiencing	Within existing resources.	The council agrees in principle that it should be adopting a housing led approach, to tackle single homelessness, and should be moving away from the large hostel type provision currently being used, toward smaller schemes. However, this will take	Community Wellbeing

Ref	Recommendation (in bold = priority)	Financial Implications	Update and Key Milestones	Lead Directorate/s
	homelessness), including with a		some time to achieve. Work will continue in	
	Housing First offer where		collaboration with partners to develop the approach.	
Page 165	Housing First offer where appropriate as the default response.		collaboration with partners to develop the approach. Ongoing - In the short term the council has already developed a Housing First Model using Rough Sleeper Initiative (RSI) grant to fund a high level of support in 6 council studio flats which, have been ring-fenced for entrenched rough sleepers. The capacity of this scheme is being doubled to 12 units in 2020/21 using RSI year 3 grant. The council has been successful in its bid for additional support to increase the capacity of the Housing First Model to 18 units in total. The bid was made to the GLA under the Rough Sleeping Accommodation Programme (RSAP). August 2020 onwards - In the medium-term the council is looking into the possibility of buying Livingstone House (one of the 2 large supported	
			housing hostel in Brent) from the owners, Riverside,	
			with a view to decanting the hostel and developing	

Ref	Recommendation (in bold = priority)	Financial Implications	Update and Key Milestones	Lead Directorate/s
			the site for general needs housing. If this happens	2.100(014(0)0
			the current cohort of single homeless people will be	
			moved on into self-contained accommodation, and	
			appropriate support will be provided in their home.	

Appendix Two - Brent Poverty Commission - Delivery Plan Workstream Two - Economy and Jobs

Ref	Recommendation (in bold = priority)	Financial Implications	Update and Key Milestones	Lead Directorate/s
11	We recommend the council makes	Detailed financial implications would be assessed as part of strategy development.	Ongoing - Poverty reduction	Regeneration and
	poverty reduction an explicit part of the		features in the Inclusive Growth	Environment
	council's current and future economic		Strategy and the draft Local Plan	
	development strategies, with a clear set		contains policies that seek to	
	of poverty reduction targets.		address 'poverty's' constituent parts	
Page			e.g. access to housing, employment.	
e 167			The draft Local Plan is currently being examined by the planning inspectorate; the aim is to adopt the plan as a statutory document in 2021. Ongoing - There are direct links with	
			the community wealth building and	
			social value elements of the council's	
			Procurement Strategy 2020 - 2023	

Ref	Recommendation (in bold = priority)	Financial Implications	Update and Key Milestones	Lead Directorate/s
			which was presented to Cabinet on	
			12 October 2020. Work in this area is	
			ongoing and reducing poverty will	
			form a key part of implementation of	
			current and future economic	
			development strategies.	
12	We are pleased that the council is	Within existing	November – December 2020 – Promotion	Assistant Chief
ס	introducing participatory budgeting and	resources.	of participatory budgeting.	Executive
Page	recommend that, with proper		January – March 2021 – Piloting of participatory budgeting with roll out later in the year.	
168	representation from those experiencing			
Ŏ	poverty, this should be treated as a key		the year.	
	element of engagement and ownership			
	of decisions at the neighbourhood level.			
13	With the likely further decline in retail	Initially within the	Ongoing – The Affordable	Regeneration and
	post-Covid, we recommend the	existing budget. Financial	Workspace Strategy & Action Plan	Environment
	council work with the GLA and	implications of any	(AWS) were agreed at Cabinet on 7	
	central government to regenerate its	actions would be assessed as plans	September 2020 and are now at	
	high streets, support job creation	are developed.	implementation stage. The AWS	
	and create affordable workspace,		aligns with Inclusive Growth policies	

Lead Directorate/s

Ref	Recommendation (in bold = priority)	Financial Implications	Update and Key Milestones	Lead Directorate/s
		•	September 2020 - The council has	
			also acquired the Picture Palace in	
			Harlesden and the procurement was	
			issued on the 21 September 2020 to	
			find a suitable operator. This was a	
			long standing vacancy in the town	
			centre and can be utilised as an	
			asset to support delivery of social	
Page 170			and economic benefits locally. Also	
je 1			in Harlesden, NCIL and Historic	
70			England Funding as part of the	
			Harlesden Heritage Impact Zone has	
			been secured to bring a long vacant	
			Bank back into use for the Refugee	
			Support Network.	
14	We recommend the council uses its	Within the existing	Ongoing - The council provides	Regeneration and
	influence to maximise the help provided	budget, with	targeted support for NEET young	Environment / CYP
	by careers services for those moving	external funding secured where	people 14-19 (school age) and those	
	from school to work, and where	possible.	'at risk of NEET', delivered by	

Ref	Recommendation (in bold = priority)	Financial Implications	Update and Key Milestones	Lead Directorate/s
	appropriate, the council encourages		Prospects. Schools also can	
	take up of the government's "Kickstart		commission Prospects to deliver a	
	Scheme".		Connexions careers advice and	
			guidance offer to their young people	
			in school.	
			The council uses the National	
			Careers Service (NCS) to support	
			those moving from school to work -	
Pa			this is a universal service but light	
Page			touch. Brent Works provides 121	
171			support to young people to access	
			jobs and apprenticeships across a	
			number of sectors.	
			October 2020 - new Brent Works	
			website launched which clearly sets	
			out the support available for those	
			moving from school to work	
			alongside its other services. This will	

Ref	Recommendation (in bold = priority)	Financial Implications	Update and Key Milestones	Lead Directorate/s
			include the new Government	
			Kickstart scheme.	
			November 2020 - A year-long	
			campaign "Keep Brent Working" has	
			been launched to support residents	
			facing job losses throughout the	
			pandemic. It includes raising	
70			awareness from residents and	
Page 172			businesses of the support available	
17			through Brent's council-run and free-	
2			to-use job brokerage service Brent	
			Works.	
			The council has adapted its	
			packages of professional support to	
			businesses and offers regular one to	
			one sessions with workers and job	
			seekers in need of support.	
			Brent Works is working with	
			employers to recruit 16-24 year olds	

Ref	Recommendation (in bold = priority)	Financial Implications	Update and Key Milestones	Lead Directorate/s
			on Universal Credit on six-month job	
			placements.	
			The campaign also highlights the	
			training and support on offer through	
			adult education from Brent Start.	
15	We recommend that the council	Within existing	October 2020 – The council's	Customer and Digital
	extends the use of its procurement	resources.	procurement strategy (2020-2023)	Services
	powers to secure more good quality		was presented to Cabinet. This	
Jag	apprenticeships and social value		includes detailed actions and KPIs.	
Page 173	from council contracts (using the		The focus is on securing more good	
73	Social Value Act and, where		quality apprenticeships and social	
	applicable, section 106 agreements),		value.	
	including by making contracts			
	conditional on payment of the		Ongoing - For all contract tenders	
	London Living Wage (e.g. through		applicants are asked if they pay the	
	the West London Alliance		LLW and this is taken into account	
	partnership with neighbouring		when reviewing tenders. The council	
	boroughs).		is keen to encourage local and small	
			employers e.g. the homecare	

Ref	Recommendation (in bold = priority)	Financial Implications	Update and Key Milestones	Lead Directorate/s
			contract now consists of 5 contracts	
			locally commissioned and delivered.	
			Ongoing - Going forward the council will continue to work with the West	
			London Alliance in procuring	
			services.	
16 🔻	We strongly support the Brent Black	Within existing	September 2020 - The workstreams	Assistant Chief
Page	Community Action Plan and we	resources.	and actions for the Black Community	Executive
9 174	recommend strengthening of the links		Action Plan were agreed at Cabinet	
4	with CVS and the Young Brent		on 7 September. A project co-	
	Foundation and others in the voluntary		ordinator has been recruited.	
	and community sector.		Working with the VCS is a	
			fundamental element of this activity.	
			December 2020 - A Black	
			Community Action Plan Summit is	
			due to take place in December 2020.	
17	We recommend that the council	Within the existing	From July 2020 - The council has	Regeneration and
	extends its offer, to support those	Regeneration and	achieved level 2 Disability Confident	Environment

Ref	Recommendation (in bold = priority)	Financial Implications	Update and Key Milestones	Lead Directorate/s
	with disabilities into employment	Environment	accreditation. As part of this process,	
	and gives more publicity to the work	budget.	an action plan has been developed	
	it is doing.		with a particular focus on supporting	
			those with disabilities into	
			employment. The Employment,	
			Skills and Enterprise team is working	
			with HR to ensure implementation of	
			actions.	
Page			Ongoing - The Work and Health	
ge			programme focuses on those who	
175			are long term unemployed, which	
			can include residents with learning	
			disabilities and/or physical	
			disabilities, creating a support	
			framework to enable them to gain	
			employment. The West London	
			Alliance has commissioned the Sure	
			Trust to undertake this work working	

Ref	Recommendation (in bold = priority)	Financial Implications	Update and Key Milestones	Lead Directorate/s
			alongside Health bodies and the	
			council.	
			December 2020 - March 2021 -	
			Working with communications over	
			the next six months the Employment,	
			Skills and Enterprise Team will raise	
			the profile of this work including how	
D.			to access this offer.	
Page 18	We recommend that the delays caused	Within existing	Ongoing - A pioneering online	Community and
176	by Covid-19 to Brent's imaginative	resources.	programme has been taking place	Wellbeing
0,	programme as the London Borough of		since lockdown restrictions were	
	Culture be used to give extra focus to		introduced in March with events for	
	the opportunities for engaging young		the community and young people	
	people, particularly those from BAME		across the borough, including video	
	communities, in activities that raise		series, podcasts and a cultural	
	aspirations and improve employment		leadership programme.	
	prospects.		Projects focused on engaging young	
			people include:	

Implications	Update and Key Milestones	Lead Directorate/s
	The Blueprint Collective. A cultural	
	leadership scheme developed by	
	and with the young people of Brent.	
	The Collective is giving the	
	opportunity for young people to help	
	deliver Brent 2020 and contribute to	
	their community. The work has	
	included Seen and Heard – a	
	campaign created with the London	
	School of Economics, asking for	
	better public spaces for young	
	people in London.	
	The VICE Partnership. Across 55	
	weekly episodes and 3 documentary	
	series, these podcasts are created	
	by and with young people as part of	
	the largest and most ambitious	
	platform for engagement with young	
	people ever undertaken by a London	
	Borough. The podcasts have given a	
		leadership scheme developed by and with the young people of Brent. The Collective is giving the opportunity for young people to help deliver Brent 2020 and contribute to their community. The work has included Seen and Heard — a campaign created with the London School of Economics, asking for better public spaces for young people in London. The VICE Partnership. Across 55 weekly episodes and 3 documentary series, these podcasts are created by and with young people as part of the largest and most ambitious platform for engagement with young people ever undertaken by a London

Ref	Recommendation (in bold = priority)	Financial Implications	Update and Key Milestones	Lead Directorate/s
			platform for young people to debate	
			the issues that really concern them	
			relating to health, creativity,	
			discrimination, racism,	
			empowerment of women.	
			Brent Locked In. A video series	
			made during lockdown, hosted by	
ס			members of the Blueprint Collective,	
Page			exploring how Brent heroes and	
9 178			legends had been shaped by the	
o o			borough and how they are coping in	
			lockdown.	
19	We recommend that the council sets	Within existing	Ongoing - Brent's digital strategy	Customer and Digital
	out clearly how it intends to work with	Digital Strategy budget.	2019-23 sets out the council's	Services
	the community and voluntary sector in		ambition to make Brent a digital	
	tackling digital exclusion, and how it		place through building a borough-	
	intends to ensure residents can operate		wide digital infrastructure providing	
	online, including using digital hotspots		instantaneous connectivity and	
			developing a training and education	

Ref	Recommendation (in bold = priority)	Financial Implications	Update and Key Milestones	Lead Directorate/s
	created on estates and local safe		framework that nurtures digital skills	
	spaces.		and expertise, with clear pathways	
			into high-value contemporary	
			employment. This work is being	
			supported by new initiatives, which	
			respond to the increase need for	
			digital inclusivity in the context of the	
			Pandemic.	
Pa			Work is currently underway to roll out	
ige			full fibre connectivity across the	
Page 179			council's housing stock and key	
			community spaces. Work in this area	
			continues with the VCS, for example	
			 Community Fibre is currently 	
			working up digital skills pilots based	
			around the Hubs at South Kilburn	
			and Willesden and the council has	
			secured a full fibre broadband	
			connection for the SUFRA foodbank.	
			The council has also connected other	

Ref	Recommendation (in bold = priority)	Financial Implications	Update and Key Milestones	Lead Directorate/s
			community spaces, such as some	
			tenant meeting rooms on estates.	
			May-July 2020 - The council has	
			supported the VCS in the provision of	
			laptops during Covid-19. The	
			council's localities work and local	
			data approach will include close	
P			working with the VCS.	
Page 180			November - December 2020 - A	
180			successful online workshop with over 50	
			attendees from across the Council, VCS	
			organisations, the NHS and Registered	
			Providers was held in early November. This	
			provided an overview of the research	
			carried out as part of the Brent Switch	
			project and shared the Council's aspiration	
			to develop a cross-borough approach to	
			digital exclusion through working across	
			organisations to build a Digital Inclusion	

Ref	Recommendation (in bold = priority)	Financial Implications	Update and Key Milestones	Lead Directorate/s
			Action Plan. A service map featuring	
			existing services (regardless of who	
			delivers them) is being produced as the	
			starting point.	
20	We recommend that Brent goes further	The budget to fund this commitment	April 2020 - The council's social	Customer and Digital Services/Assistant
	in its efforts to encourage fair	has been embedded	value and ethical policy agreed in	Chief Executive
	remuneration for employees by:	in the Medium Term	April 2020 sets out standards of	/Regeneration and Environment
Page	insisting on contractors requiring their	Financial Strategy.	integrity and professionalism	Environment
ge .	sub-contractors to pay the London		expected from the council's suppliers	
181	Living Wage; for private sector		in their dealings and practices.	
	residential and care homes to pay the		January - March 2021 - Progress	
	LLW where the council is paying		will be reported annually to Cabinet	
	residents' fees; by considering the		in March with an interim report to the	
	designation of specific locations as		Lead Member in January.	
	"Living Wage Places"; and by		December February 2004 For	
	persuading accredited employers to		December - February 2021 - For	
	address the need for flexibility in		"Living Wage Places" – work in this	
			area will need to be progressed using	
			existing business engagement	

Ref	Recommendation (in bold = priority)	Financial Implications	Update and Key Milestones	Lead Directorate/s
	employment with contracts that		mechanisms. Scoping and terms of	
	guarantee minimum hours.		reference work is planned to be	
			undertaken between now and	
			February 2021. The aim is to set an	
			ambition to be a Living Wage Place,	
			the council can consider how it	
			encourages and/or incentivises	
			(such as the existing Business Rates	
Page			incentive scheme) organisations	
			paying the living wage.	
21 [∞]	We recommend that Brent Council	Within existing	December 2020 – paper completed	Regeneration and
	signs up to the Good Work Standard	resources.	by officers setting out approach and	Environment
	and uses its convening power to bring		key milestones.	
	together anchor employers to address		December 2020 – Implementation	
	low paid, low hours employment		timetable agreed.	
	contracts in Brent and to guarantee		unictable agreed.	
	improved terms (e.g. a minimum of			
	sixteen hours a week and the right to			

Ref	Recommendation (in bold = priority)	Financial Implications	Update and Key Milestones	Lead Directorate/s
	notice periods of at least four weeks for	•		
	shifts).			
22 Page 183	We recommend that the council expands its employment support packages to help tackle low wages and insecure work conditions.	Yes - This will have financial implications and further financial analysis would need be undertaken. Opportunities to avail of grant funding can also be explored.	Ongoing – The Brent Works service is seeking additional investment, including funding via the Youth Futures Foundation to deliver additional support to young people who are disproportionately affected by the Covid-19 economic impacts. Investment in Brent Works is also from Section 106 planning obligations, however, the impacts of the Government's proposed planning policy reform may impact on this. Ongoing - The West London Alliance are lobbying for additional investment in the Skills Escalator to improve progression in-work for local	Regeneration and Environment

Ref	Recommendation (in bold = priority)	Financial Implications	Update and Key Milestones	Lead Directorate/s
			residents. This is set-out in the WLA	
			Build and Recover Plan 2020.	
			Ongoing - The council will also	
			continue business development	
			activity to support the sustainability	
			and upscaling of the Moving on Up	
			programme for black young men	
ס			(funded by Trust for London, City	
Page			Bridge Trust and NCIL), and the	
184			Forward Trust's work with ex-	
4			offenders (funded by DWP grant).	
23	We recommend that the council	Within existing	Ongoing - The council is committed	СҮР
	explores the opportunities for action to	resources.	to supporting recovery of the early	
	support affordable childcare provision,		years sector and work is underway in	
	considering loans or grants to both		a number of areas including:	
	providers and parents that would			
	enable moves into employment in the		Working with Finance to	
	aftermath of Covid-19.		widen the eligibility criteria so	
			that more early years	

Ref	Recommendation (in bold = priority)	Financial Implications	Update and Key Milestones	Lead Directorate/s
			providers could apply for the	
			LA discretionary grant. As a	
			result 60 childcare providers	
			successfully applied for this.	
			• Ensuring payments to	
			providers of their termly free	
			early education funding has	
			been made in a timely	
Page			manner, moving payments	
ge .			forward to help with provider	
185			cash flow issues. This has	
			already enabled a number of	
			providers to remain	
			sustainable.	
			Developing and implementing	
			a real time tracking system for	
			monitoring sustainability and	
			sufficiency of childcare	
			provision in the borough to	

Ref	Recommendation (in bold = priority)	Financial Implications	Update and Key Milestones	Lead Directorate/s
			have an overview at ward	
			level and enable early	
			identification of emerging	
			issues.	
			Providing tailored and	
			bespoke support to early	
			years providers based on	
ס			individual responses to a	
Page			provider survey carried out in	
186			June/July 2020.	
0)			Working with the DfE, LGA,	
			GLA and London Councils	
			through membership of	
			working groups and networks,	
			increasing their	
			understanding of the impact of	
			Covid-19 on Brent early years	
			providers and seeking to	
			ensure that appropriate	

Ref	Recommendation (in bold = priority)	Financial Implications	Update and Key Milestones	Lead Directorate/s
			support is provided for the	
			sector to remain sustainable.	
24 Page 187	We recommend that the council develops a bespoke digital offer and support for those with disabilities so that they can easily access services remotely and gain confidence in areas such as cashless payments, recognising that this could lower spending, enable access to benefits, and applications for support.	Within existing Digital Strategy budget.	A Digital Inclusion package, which includes support for developing digital skills, is in place as part of the Residents' Support Fund. November – December 2020 - The council has commissioned a report by Citizens Online to provide analysis of the digital inclusion challenges within Brent, in particular the digital skills gap. The review already identified the 'top 3' wards with the highest risk of digital exclusion as being Harlesden, Stonebridge and Dollis Hill. It has also highlighted particular groups of	Customer and Digital Services
			residents who are more likely to be digitally excluded and require	

Ref	Recommendation (in bold = priority)	Financial Implications	Update and Key Milestones	Lead Directorate/s
			tailored support. This report once finalised will be used to scope work on a bespoke digital offer for those with disabilities. This will feature in the action plan to be developed with	
			VCS organisations.	
Page 1	We recommend that the council uses its influence to encourage businesses to follow the lead of the council and become Disability Confident	Within existing resources.	This forms part of the action plan for gaining disability confident level 2. See Rec 17.	Regeneration and Environment
188	become Disability Confident Employers.			

Appendix Three - Brent Poverty Commission - Delivery Plan Workstream Three - Financial Inclusion and Welfare

Ref	Recommendation (in bold = priority)	Financial Implications	Update and Key Milestones	Lead Directorate/s
26	We recognise that post-Covid there will be	Within	July 2020 - The council introduced a	Customer and
	problems with debt for many households and	existing resources.	Resident Support scheme in July 2020. It	Digital Services
	we recommend that Brent puts its innovative		includes a grant and interest free loan	
	emergency arrangements for grants and		element. Applications went live in August	
_	interest-free loans onto a longer term footing.		2020 and the scheme will finish by April	
Page	We also recommend that advice services in the		2021. The council has received over	
e 189	Borough are scaled up with a focus on tackling		2,000 applications.	
	food and fuel poverty as well as debt advice.		August 2020 - To facilitate the work in	
			this area the council has funded 2 posts	
			(to 31 March 2021) at Brent Citizens	
			Advice. It has also commissioned	
			Hillingdon Credit Union to deliver the	
			interest free loan element.	
			November 2020 and Ongoing - The	
			council has agreed an additional £3M of	

Ref	Recommendation (in bold = priority)	Financial Implications	Update and Key Milestones	Lead Directorate/s
Page 190 27	We recommend that the council clarifies its local welfare assistance scheme with a designated budget, topped up with government funding including from the new hardship fund; providing support in cash rather than in kind; and relaxing the qualifying criteria of the scheme to reach those most affected by coronavirus.	Within the existing LWA budget. This has been agreed as part of the Financial Inclusion project.	funding for the Resident Support Fund along with additional emergency support funding for the second lock down and winter period for both food and fuel. The capacity of the hubs service has been increased with three additional advisers appointed. The council will continue to keep capacity under review as well as to work with external hubs partners to ensure our services are able to respond to areas of need. November 2020 - The council has started the review of its Local Welfare Assistance scheme. February 2021- This review will include the long term plan for the council with the recommendation as part of the budget setting process in February 2021. The	Customer and Digital Services

Ref	Recommendation (in bold = priority)	Financial Implications	Update and Key Milestones	Lead Directorate/s
			recommendations will include new	
			eligibility criteria.	
			Wherever possible payments will be	
			made directly into the relevant accounts	
			where the debt occurred e.g. rent arrears	
			will be paid directly into bank accounts.	
Page 191	We recommend that the council works with credit unions to provide low-cost loans to cut down dependence on loan sharks and other unscrupulous lenders	Within existing resources. This has been agreed	Ongoing – see rec 26	Customer and Digital Services
ے		as part of the Financial Inclusion project.		
29	We recommend that programmes such as the	Yes – funding	January - February 2021 - Work will be	Assistant Chief
	Community Money Mentors are rolled out across	sources would need	undertaken to scope options for future	Executive
	the Borough.	to be identified.	delivery.	

Ref	Recommendation (in bold = priority)	Financial Implications	Update and Key Milestones	Lead Directorate/s
30 Page 192	Although the Commission noted the review of the Council Tax Support scheme 18 months ago, we are concerned a) at the possibility of the arrangements leading to increased arrears as a result of Covid-19 and recommend special consideration be given to improving the treatment of non-dependants; and b) that the council reviews its approach to the outsourced enforcement service for Council Tax debts, and carefully monitors its use of enforcement agents, as well as issuing sanctions if agents do not operate fairly.	Within existing resources.	Annually - A statutory annual review of the Council Tax Support Scheme will be undertaken. December – March 2021 – The council's overall debt policy is under review. Ongoing – Performance of enforcement agents will continue to be closely monitored.	Customer and Digital Services
31	We recommend that the council should also consider whether court orders/liability orders are necessary in all cases of Council Tax arrears and, wherever possible, should exercise greater flexibility regarding payment plans and offers of repayment wherever possible, while discontinuing the practice of requiring immediate payment of a	Within existing resources – see note above.	Ongoing – Existing policies are being reviewed ensuring that ethical, supportive collection is front and centre of policy and practice. March 2021 – Revised policies presented to Cabinet.	Customer and Digital Services

year's Council Tax immediately when arrears are encountered. Existing council practice is to seek agreement to pay with the customer. The council does not seek a liability order in all cases of council tax arrears, but only for debtors who do not make contact or refuse to agree a payment plan.	Ref	Recommendation (in bold = priority)	Financial Implications	Update and Key Milestones	Lead Directorate/s
extension of the Hub model so that advice services are available at venues such as GP surgeries, and family wellbeing centres in order for people to have their issues addressed in places that they already visit and trust. Existing resources. Funding for the Hub model is contained within the Medium Term Financial Strategy. Existing resources. Funding for the Hub model is contained within the Medium Term Financial Strategy. Digital Services The council is continuing with plans to offer hubs services in a wider range of locations, for example food banks. It is also looking at how best to align the services provided by hubs with the services being provided by the new FWCs. It is also working with GP link workers and social prescribers to ensure referrals can be made to wider hub	Page 1	we recommend that the council explores a further extension of the Hub model so that advice services are available at venues such as GP surgeries, and family wellbeing centres in order for people to have their issues addressed in places that they already	Within existing resources. Funding for the Hub model is contained within the Medium Term Financial	agreement to pay with the customer. The council does not seek a liability order in all cases of council tax arrears, but only for debtors who do not make contact or refuse to agree a payment plan. Ongoing - There are 28 VCS organisations actively working through hubs. The council is continuing with plans to offer hubs services in a wider range of locations, for example food banks. It is also looking at how best to align the services provided by hubs with the services being provided by the new FWCs. It is also working with GP link workers and social prescribers to ensure	Customer and Digital

Ref	Recommendation (in bold = priority)	Financial Implications	Update and Key Milestones	Lead Directorate/s
33	We commend the work being undertaken by Brent	Within	June 2020 and Ongoing - Early	Community
	to work with its health partners in mitigating the	existing resources.	identification and self-isolation of cases	Wellbeing
	impact of the current pandemic and recommend		of COVID is an important tool in reducing	
	continuing partnership in tailoring localised health		community transmission. The council	
	support to those areas most impacted.		has negotiated with the Department of	
			Health and Social Care the introduction	
			of local test centres. From 11 November	
			a local test and trace service was	
Page			launched.	
nge 194			July 2020 and Ongoing - The council has developed targeted communications including working with local community leaders to reinforce individual and household risk reduction strategies and to reinforce messages on early identification, testing and diagnosis. July 2020 - An Inequalities Working Subgroup of the Health and Wellbeing Board and a Strategic Oversight Group	

Ref	Recommendation (in bold = priority)	Financial Implications	Update and Key Milestones	Lead Directorate/s
Page 195		implications	has been formed to drive work to reduce health inequalities in the short, medium and long-term. September – October 2020 – Initial meetings took place with communities in Alperton and Church End on 8 and 9 September. This engagement continues. November – March 2021 – Regular community meetings. November – March 2021 –	Directorate/s
34	To help bring together the many strands of council activity concerned with child poverty, we recommend the council considers an overarching strategic objective to address child poverty with measurable outcomes that	Within existing resources.	Multidisciplinary health team introduced to "take primary care to the people". All CYP activity works towards improving outcomes including tackling child poverty. January 2021 - An overarching strategic objective will be considered as part of the borough plan refresh process.	СҮР

Ref	Recommendation (in bold = priority)	Financial Implications	Update and Key Milestones	Lead Directorate/s
	are regularly monitored, perhaps with a		Ongoing - Tackling child poverty will	
	reporting line to Full Council.		also continue to be included in the rolling	
			programmes of strategy refreshes with a	
			requirement to make it explicit.	
35	We recommend that the council brings	Within	October – December 2020 –	СҮР
	together a statutory-led "Youth and	existing resources.	Stakeholder engagement workshops	
_	Community Strategy for Young People" in		undertaken.	
Page	Brent and develops an outreach model with the		January- March 2021 – Development phase.	
	voluntary and community sector to engage			
96	with young people in addressing the impacts		March 2021 – Strategy agreed by council	
	of poverty and social exclusion.		and community partners. Outreach	
			model to support this in place.	
36	We recommend that the council, as a priority,	Within	9 November 2020 - Draft Climate	Assistant Chief
	works with partners to tackle fuel poverty in the	existing resources.	Emergency Strategy 2021-2030 agreed	Executive/Com munity
	Borough, alerting private landlords letting the		by Cabinet for public consultation. The	Wellbeing
	most energy inefficient homes to the		Strategy recognises that tackling energy	/Regeneration and
	requirement to improve energy standards,		inefficiency in homes can also help to	Environment
	using enforcement powers and taking		reduce fuel poverty and ensure some of	
	advantage of government vouchers toward the			

Ref	Recommendation (in bold = priority)	Financial Implications	Update and Key Milestones	Lead Directorate/s
	cost, thereby reducing excess winter deaths	-	our most vulnerable residents are living	
	following Covid-19 and other respiratory		in warm and comfortable homes.	
	illnesses.		Headline vision - Theme 3 - Homes	
			and Buildings - By 2030, as many	
			homes and buildings in the borough as	
			possible will be more energy efficient, be	
			powered by renewable sources and be	
			resilient to future adverse weather events	
Page			caused by climate change - and the	
			council will do all in its gift to achieve an	
197			average rating of Energy Performance	
			Certificate B in directly owned council	
			stock.	
			Warm homes: Ensuring that measures	
			to reduce carbon emissions are	
			affordable for vulnerable and low-income	
			households is a key theme within the	

Ref	Recommendation (in bold = priority)	Financial Implications	Update and Key Milestones	Lead Directorate/s
			"working together" section of the strategy. December 2020 – May 2021 – Tackling fuel poverty will also be taken into account in the review of the Private Rented Sector (see Housing workstream).	
97 Page 198	We recommend that the council supports the future sustainability of food aid agencies in the borough including by further developing community garden schemes and working with food banks, mutual aid groups and residents' associations.	Yes - This will have financial implications	January – March 2021 – A paper will be presented to CMT outlining specific proposals, including assessment of the financial implications.	Assistant Chief Executive

Appendix Four - Brent Poverty Commission - Delivery Plan Workstream Four - Overview Recommendations

Ref	Recommendation (in bold = priority)	Financial Implications	Update and Key Milestones	Lead Directorate/s
A: Page 199	The Commission recommends that central government gives renewed consideration to the devolution of powers and resources to local government to support its multiplicity of duties highlighted by the demands – and magnificent response of councils – during and after the Covid -19 crisis.	This applies to central government. However if successful it could involve additional funding for the council. There could be a need to ensure new responsibilities are properly funded.	N/A	N/A
В:	We recommend government looks again at the distribution of resources reflected in its funding for local councils and accepts the need for change to MHCLG's grant formula.	This applies to central government. It is intended to ensure the council has the funding it needs to discharge its responsibilities given local needs and circumstances.	N/A	N/A

C:	We recommend a substantial increase in investment in social housing as a central component for the economic recovery, and the reversal of social injustices, post-Covid.	This applies to central government. However if successful it could involve additional funding for the council.	N/A	N/A
Page 200	We recommend that, as the major employer and the source of so much of the Borough's spending, Brent Council extends its impressive efforts to secure more and better jobs, especially for its younger citizens.	Activities to deliver this recommendation are within the existing Regeneration & Environment budget.	Ongoing - Work is underway in schools through NEETS provision. Brent Works also seeks to secure more and better jobs especially for young people and links this work with regeneration colleagues and apprenticeships schemes. November 2020 – The council has successfully applied to the Kickstart scheme to act as an intermediary. The council will work with the employer and employee to secure sustainable employment including for young people.	Regeneration and Environment

E:	We recommend that the council ensures welfare support reaches everyone who needs it by making "every contact count" and referring people to, and supporting the finances of, the charities and community organisations that provide much-needed, expert advice.	Activities to deliver this recommendation are within the existing Customer & Digital Services budget.	Ongoing - The Resident Support scheme and the Hubs advisory service ensure that support is targeted where it is needed most. This includes referral to charities and community organisations. Ongoing - The council works collaboratively with the VCS at both a strategic and thematic group level. The council offers a range of grants to the VCS.	Customer and Digital Services /Assistant Chief Executive
ge 201	We recommend that Brent Council establishes a consultative group that brings together elected members and officers with community organisations, service users and relevant bodies covering housing, health and education, and working collaboratively a) to agree measurable targets, reflecting the Commission's conclusions, for reducing poverty over the years ahead; b) to explore and initiate collaborative working to deliver holistic, personcentred services which empower residents and	Within existing resources.	October 2020 - Terms of Reference agreed with the Lead Member. November 2020 – first meeting of the consultative group. This group is advisory and will feed back to the council on a regular basis.	Assistant Chief Executive

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increase resilience; and c) to monitor progress,		
reporting back to the council on a periodic basis.		



Cabinet 7th December 2020

Report from the Assistant Chief Executive

Performance Report, Q2 (Jul - Sep) 2020/21

Wards Affected:	All	
Key or Non-Key Decision:	Key Decision	
Open or Part/Fully Exempt:	Open	
No. of Appendices:	One:	
No. of Appendices:	Appendix A – Corporate Performance Scorecard	
Background Papers:	None	
	Pascoe Sawyers	
Contact Officer(s):	Head of Strategy and Partnerships	
()	pascoe.sawyers@brent.gov.uk	
	Tel: 020 8937 1045	

1.0 Purpose of the Report

- 1.1 This report and the performance scorecard (**Appendix A**) set out the position on the Council's performance in the second quarter of 2020/21. The content and format of the report and scorecard have been revised to focus primarily on the Council's Borough Plan; Building a Better Brent (2019-2023), and its priorities.
- 1.2 The purpose of this report is to provide Cabinet with a corporate overview of performance information linked to the Borough Plan priorities, to support informed decision-making and to manage performance effectively.
- 1.3 The Building a Better Brent plan was agreed by Full Council in early 2019. It provides a strategic picture of where the Council would like to be by 2023 and how it intends to get there. The Borough Plan has five overarching strategic priorities with detailed desired outcomes that will run for the duration of plan. To assist in the delivery of these outcomes, specific key priorities have been identified for each of the four years. These are known as annual Delivery Plan Priorities.
- 1.4 The five priorities set out in the Borough Plan and their desired outcomes are as follows:

- Every opportunity to succeed:
 - o Improvement in Key Stage results for boys of Black Caribbean heritage
 - Improvement in Key Stage results for looked-after children and care leavers
 - High-level skills achievement
 - o Increase in average wage
- A future built for everyone, an economy fit for all:
 - o Increase in inward investment achieved via the council
 - Produce our new Local Plan, setting out our vision, priorities and areas for future development in the borough
 - Increase in housing supply
 - o Reduction in the number of households in temporary accommodation
 - Keep traffic moving and our roads and pavements in good repair
- A cleaner, more considerate Brent:
 - Improvement in air quality
 - o Reduction in illegally-dumped rubbish
 - o Tackling the climate and ecological emergency
- A borough where we can all feel safe, secure, happy and healthy:
 - o Reduction in anti-social behaviour, the risk of harm and re-offending
 - o Reduction in violent crime, including gang and knife crime
 - Support our most vulnerable adults, enabling them to choose and control the services they receive, to remain independent and lead active lives
 - o Improve the health of Brent residents
 - o Make Brent a place where culture is celebrated and vibrant
- Strong foundations:
 - Enable more residents to get online
 - Ensure value for money through our commissioning and procurement
 - o Building services around residents and their needs
 - o Increase in resident satisfaction
 - o Increase in resident involvement
- 1.5 The Corporate Performance Scorecard (Appendix A) sets out the suite of key performance indicators (KPIs) being monitored corporately. Commentary is mandatory in line with the current performance framework and is included in the scorecard. This applies to all measures that have a Green, Amber or Red RAG rating.

2.0 Recommendation(s)

- 2.1 Cabinet has been asked to:
 - a. Note the performance information contained in this report.
 - b. Consider the current and future strategic risks associated with the information provided and agree remedial actions on strategic risks as appropriate.
 - c. Challenge progress with responsible officers as necessary.

3.0 Detail

- 3.1 Overall, there are currently 93 key indicators in the Q2 performance scorecard. The format of the scorecard provides a distinct focus on Building a Better Brent priorities and outcomes.
 - The first part of the scorecard sets out 45 key indicators linked to the Year 2 Delivery Plan themed priorities. These indicators are presented graphically (2019/20 outturn figures are also provided where available).
 - The second part of the scorecard lists 48 key indicators linked to the wider Borough Plan priorities and the Council's 'Internal Business'. These indicators are presented in a 'at a glance format'.
- 3.2 Of the 45 Year 2 Delivery Plan indicators, 18 are on or above target (Green status); with a further two just off target (Amber status), leaving 10 significantly off target (Red status) and 15 indicators are for contextual use. Three further measures do not have data available this guarter.
- 3.3 There are 48 wider Borough Plan indicators in the Q2 scorecard. 17 are on or above target (Green status), five are just off target (Amber status), and 19 are significantly off target (Red status). A further seven indicators are for contextual use. The Corporate Performance team are awaiting data for four measures.
- 3.4 A summary of performance based on Borough plan priorities is set out below.

Building a Better Brent - Year 2 Delivery Plan Indicators

Every opportunity to succeed

- 3.5 48% of care leavers aged 19-21 are in employment, education and training (target 57%, Red rating). This has declined from 54% in Q4 2019/20 as some young people have lost their jobs due to the impact of Covid-19. There are 39 young people currently not in employment, education or training, with 19 of these unable to engage due to being in custody, having immigration issues, health problems or parenting responsibilities. A further 13 are not engaging with any opportunities but seven are actively seeking employment or returning to college. For those who are not engaging, support is in place to improve this performance measure through targeted employment and training advisors, consistent engagement with a young person's Personal Advisor and input from the Brent Virtual School for looked after children.
- 3.6 The percentage of Looked After Children with three or more placement moves is rated Red (actual YTD 13.1%, target 12%), although performance has improved significantly since Q1 when it reached 15.8%. Performance originally declined in Q1 due to smaller cohort size and some placement moves after young people were not adhering to Covid-19 restrictions. Intensive support is provided to young people who have already had two placements in a year in order to increase stability.
- 3.7 Two further KPIs from Children & Young People have been rated Green:

- Rate of Looked After Children (LAC) per 10,000 of population (actual YTD 38.4, target 40). The rate of LAC has increased slightly in Q2 but remains below the target figure and is lower than the 41.6% reported at the same period last year.
- Percentage of pupils attending Brent schools that are judged as being either good or outstanding (actual YTD – 96%, target – 95%). This measure continues to perform strongly and is 2% higher than at the end of Q2 in the 19/20 reporting year.

A future built for everyone, an economy fit for all

- 3.8 The Council has committed to an ambitious strategic housing target to deliver 5,000 new affordable homes over the five-year period 2019-24. Delivery of a total of 5,000 new affordable homes includes the provision of 1,000 homes by the Council by 31st March 2024. As at November 2020, a total of 6,355 new affordable homes are projected to be delivered. Of these, 954 have been delivered and a further 1,262 projected to be delivered this year. Of the 1,000 to be delivered directly by the Council (included in the 6,355), 229 have been delivered, 612 are currently onsite and a further 332 have been given planning consent and are now going through procurement for contractors. This shows that we are well on course to deliver above target, both in the overall and the Council specific targets. It is more challenging to project the number of homes to be delivered by Registered Providers and private developers because the Council is not in direct control. As such, the numbers will change from time to time. Projections become more accurate as time and site development progresses. Covid-19 has impacted on construction, causing delays in handover this year. However, the first tranche of handovers on the South Kilburn regeneration, providing 82 affordable new homes for local residents will come to fruition at the end of November.
- 3.9 67% of category 2 defects (non-emergency repairs to highways and footways) have been completed on time, making this KPI Red against a target of 98%. This is consistently one of our lower performing KPIs, only reaching 50% of repairs completed in time in 2019/20. Some of the current delay is attributable to contractor behaviour, where the contractor has failed to update their software in time leading to completed jobs being recorded as late, and the department have made Conway Aecom (CA) aware that this is not acceptable. There have also been Covid-related delays with increased highway obstructions due to a greater number of people working from home, and a reduction in the available workforce to carry out repairs. Measures have been put in place to respond to these challenges, with CA now able to directly contact Serco to remove vehicle obstructions within two hours, and engaging subcontractors to increase the workforce.
- 3.10 80% of invoices have been paid on time (target 80%, Green RAG rating). This is the first time since Q3 2018/19 that the measure has achieved its target, with scores for individual quarters progressing from 72.93% in Q4 19/20 to 78.10% in Q1 20/21 and 83.13% in Q2. The Accounts Payable team has worked hard to clear historical unpaid invoices to facilitate a smooth transition to Oracle Cloud in August 2021.

A cleaner, more considerate Brent

- 3.11 No additional electric vehicle charging points have been installed across the borough against a planned target of 85, rating this indicator Red. This target was due to be met in March 2020 but was delayed due to Covid-19. It is anticipated that Source London will have completed 34 installations by the end of October.
- 3.12 An average of 273 kilograms of residual household waste was collected per household (YTD target 240kg, Red rating). Q2 showed an improvement from Q1, falling to 132.4kg from 141.1kg. The high level is in line with national trends as residents have been spending an increased amount of time at home and waste which would normally have been collected in the commercial waste stream has moved to the residential. The situation is being closely monitored to understand what further impact there will be following implementation of Tier 2 restrictions across London.
- 3.13 The percentage of sites with unacceptable levels of litter has decreased in this financial year, from 7% in Q4 2019-20 to 2% in Q2 20-21 (target 8%, Green RAG rating). Brent and Veolia conducted inspections throughout the period of lockdown when decreased road usage led to a reduction in littering, and performance has been maintained as footfall rose again. There have been 60 missed bins per 100,000 collections (target 60, Green rating). This target for this KPI has increased significantly since 2019-20 when it was set at 20 missed bins per 100,000, but the difference is due to a change in calculation methodology which delivers increased accuracy and puts our reporting in line with the industry standard.
- 3.14 There have been continual difficulties in obtaining data relating to the air quality monitoring sites due to resources, with recruitment delayed due to Covid-19 reprioritising other work streams within the department. The KPI counting the number of trees planted in streets and public spaces has been made Contextual rather than being assigned a RAG rating; tree planting is a highly seasonal activity and only takes place during Q3 and Q4 so cannot be rated at this time.

A borough where we can all feel safe, secure, happy and healthy

- 3.15 The percentage of children becoming subject to a Child Projection plan for a second or subsequent time is rated Green (actual YTD 9.3%, target 12%). In Q1 this year the rate reduced to 0.8% when there was a limited group of children at school, but has increased since they returned. The rate of referrals per 10,000 children and number of Early Help Assessments and reviews are also both rated Green, with a reduced demand for intervention during the lockdown period earlier this year.
- 3.16 New admissions to residential and nursing care homes are rated Green for people aged 18-64 (actual YTD 7, target 14) and aged 65+ (actual YTD 30, target 75). Covid-19 has led to a reduction in demand for the lower age group, so referrals are usually only made due to a safeguarding concern and placements must be signed off at the highest level. Admissions for residents

aged 65+ have increased as a number of placements made by the NHS due to Covid have been transferred to the local authority.

- 3.17 Three further KPIs for Adult Social Care are rated Green:
 - Average monthly acute delayed transfers of care (DToC) attributable to ASC (actual YTD – 0.2, target – 6.5)
 - The outcome of short-term services: sequel to service (REABLEMENT) (actual YTD – 94.9%, target – 75%)
 - Identification and delivery of an additional 137 New Accommodation for Independent Living (NAIL) (actual YTD – 27, target – 27)

Adult Social care is consistently one of the highest performing teams, with all five of their KPIs being rated Green for the six quarters since the Q1 2019/20.

Strong foundations

- 3.18 Satisfaction with the Brent website is currently 58%. The target is 60% so this indicator receives an Amber RAG rating. Satisfaction is high around refuse, planning and transport, with key areas for improvement around providing clear contact details and registering accounts. The new account registration process is planned to go live in Q3. 54.35% of visitors are successfully completing their website use first time (target 64%, Red rating). Residents have been more reliant on the website with reduced access to the Civic Centre, so have experienced greater frustration when not able to resolve their issues. Website design and structure will be going through some significant changes in 20/21 in order to improve user experience.
- 3.19 Extensive work has taken place to ensure the website complies with the Web Accessibility Directive and scores 75 out of 100 (actual YTD 76, Green rating). Although further work is needed this is dependent on the implementation of the new Content Management System, and the Web team are conducting accessibility monitoring monthly to remedy issues as they arise.
- 3.20 86 voluntary sector groups have received guidance from CVS (target 142, Red rating), with this increasing in Q2 as the Covid-19 lockdown ended. The Council is running a programme this year to develop commissioning capacity within such organisations, so it may be that fewer groups have needed to seek advice from CVS. There have been 17 successful grant applications this year (target 96, Red rating), but this does not include all grants and additional money has been distributed via the Edward Harvist and Mutual Aid funds. The most recent round of NCIL funding has received 64 applications and therefore it is anticipated that this KPI will be much higher in the next quarter.
- 3.21 Brent Connects forums have taken place online in Q2 with 103 residents attending meetings so far (target 245, Red rating). Performance is low as Q1 forums were cancelled.
- 3.22 Community Hubs continue to perform very well, with 3,546 residents accessing a hub against a target of 1,950 and receiving a Green RAG rating. As well as limited face-to-face contact, Hubs are offering a telephone service five days a week, allowing advisers to process a higher number of enquiries. Although initiated because of Covid-19, it is likely that the telephone service will form part of the hubs service delivery from now on. 91% of enquiries at Hubs are resolved

at the point of contact (target -80%, Green rating) in part due to an increase in foodbank referrals. There is a slight fall in the number of Community Hub customers more confident using online services (actual YTD -74%, target 75%, Amber rating), and a wider programme of work to increase digital inclusion is in place.

Building a Better Brent - Wider borough plan indicators

Every opportunity to succeed

- 3.23 The Brent Starts Achievement rate is 92.4%, slightly below the 93% target and rated Amber. The transition to online learning has meant some learners are no longer engaging with their course, leading to a slight fall in both the student retention and achievement rates. Work is underway to facilitate digital inclusion, with some students being provided with a laptop and data allowance to help them continue learning.
- 3.24 There have been 56 Employment and Apprenticeship outcomes through Brent Works, The Living Room and Community Hubs (target 80, Red RAG rating). The majority of successful outcomes have been in the following three industries; health and social care, construction and the creative industry. This KPI exceeded expectations and received a Green rating in Q2 2019/20, but fell slightly during the winter as Q3 is a slow time for apprenticeship starts. Performance was then affected by Covid-19 as vacancies in the borough are at 30% of pre-pandemic levels. The Government's Kickstart Scheme is launching in November 2020 to provide funding for job placements for people aged 16-24, and over 30 local employers have expressed an interest in taking part in this scheme.

A future built for everyone, an economy fit for all

- 3.25 The percentage of relevant tenders that local businesses have been successful in securing was 0% in Q2, giving an actual YTD figure of 12.5% (target 30%, Red rating). Procurement have been working with the Employment, Skills and Enterprise team to provide training for local suppliers on how to respond to opportunities. The three other Procurement KPIs, covering procured contracts following Brent's London living Wage policy, tenders to which local businesses were invited, and tenders to which local businesses participated, were all rated Green for Q1 and Q2.
- 3.26 For all void properties, Brent takes the opportunity to completely refurbish the property. All rooms are fully decorated and where necessary, kitchens and bathrooms are replaced. This is a deliberate choice that ensures all new tenants get a high quality home to move into, but it takes more time to complete and means we are not likely to compare favourably to landlords who choose to do additional works (apart from statutory testing) after the tenant moves in. Having said that, there is room to improve the current performance and changes have been made to ensure closer monitoring of the end to end process, with the aim of driving out mistakes and improving performance. Performance this term has been particularly affected by the Covid pandemic, with average re-let times for properties with major voids works at 150 days (target 72) and for minor voids works is 124 days (target 35). Although

works continued during the Covid-19 lockdown despite reduced access to materials, completed properties could not be re-let under government regulations. When this restriction lifted in May 2020, we had 109 properties ready to be let of which 11 remain, and new voids have been turned around and let in this period.

- 3.27 97.9% of properties have a valid gas certificate (target 100%, rated Amber), declining from 98.7% at Q4 2019-20 as a result of restrictions in seeking injunctions to access to non-compliant properties, due to Covd-19. Injunctions are expected to recommence in December, and it is anticipated that any outstanding cases should be rectified within three months.
- 3.28 There are 84 households in non-self-contained Bed & Breakfast accommodation against a target of 50, giving this a Red rating. Although this has decreased from 101 at the height of the Covid-19 emergency, the households concerned are primarily single adults with high support needs. Joint working with Adult Social Care is taking place to ensure these people can find long-term accommodation that meets their needs. The number of households in temporary accommodation in total has however reduced significantly (actual YTD 1,911, target 1,990, Green rating), dropping below 2,000 households for the first time in at least 13 years. Growth of this group has slowed with fewer households accepted as homeless following increased prevention and relief work.
- 3.29 The percentage of non-major planning applications determined within eight weeks or other agreed period is 83.3%, making this KPI Amber (target 86%). Performance exceeds the national target of 70%, and targeted work in processing older applications has resulted in more being determined within the timeframe. 98.8% of major applications are determined within 13 weeks or other agreed period, well above the 94% target and achieving a Green rating.

A cleaner, more considerate Brent

3.30 Waste disposal tonnage is Red rated for Q2 (actual YTD – 37,367, target – 31,111). As with earlier waste disposal KPIs, this follows the national trend of increased residential tonnage and decreased commercial. Contractually the cost for any excess disposal must be met by Veolia so it should remain a key driver for them, although performance has received a Red rating in each of the six quarters since Q1 2019/20.

A borough where we can all feel safe, secure, happy and healthy

3.31 Both Public Health indicators receive a Green RAG rating. 98.6% of new birth visits took peace within 14 days (target – 95%) and were primarily delivered as virtual contacts unless there were concerns. The percentage of successful completions as a proportion of all opiate drug users in treatment was 9.06% (target – 5.58%), with services being provided online and via telephone as well as limited one to one sessions. More face-to-face work is taking place and additional supplies of face coverings and mobile phones have been provided to facilitate socially distant contact for service users.

- 3.32 The Child Protection rate per 10,000 children is 29.3 (target 35, Green rating). It is anticipated that the rate will increase as children return to school. Performance in this area followed a strong downward trend in 2019-20, falling from 38.5 in Q1 to 32.6 in Q4, with the current rate 17% lower than the equivalent period last year.
- 3.33 Data for leisure centres, libraries and cultural events is not for Q2 reporting due to technical difficulties. However, this data will be reported as usual in Q3 of this year.

- 3.34 All four indicators measuring Stage 1 and 2 complaints have a RAG rating of Red, as they did not meet the target of 100% of cases responded to within timescale. However, data from Q2 highlights a general improvement for both Corporate and Statutory complaints. A point to note is that all departments have received a significantly larger number of complaints to handle this year in comparison to the same period in 2019/20. Member Enquiry response performance has improved from Q1 despite increasing volumes. Q2 saw 91% of 2035 cases responded to in time.
- 3.35 FOI performance is continuing to exceed the ICO's minimum standard on timeliness and has a Green RAG status again in Q2 (Actual YTD – 91%; Target – 90%).
- 3.36 The Registration and Nationality service income has increased significantly from Q1. Since services commenced on 4th July 2020 for Ceremonies and citizenship, there has been an increase of income back to pre-Covid-19 levels. Q2 is generally known as the busiest periods for the wedding industry hence service diaries for giving legal notice of marriage and civil partnership, civil marriage and civil partnership ceremonies were fully booked in July, August and September.
- 3.37 Performance is below target for council tax; benefit overpayment recovery and business rates collection, all with Red RAG ratings. (Council Tax Actual YTD 53.2%, Target YTD 58.80%; HB Overpayments Actual YTD £3.14m, Target YTD £4.35m and NNDR Actual YTD 40.3%, Target YTD 56.8%;).
- 3.38 Many residents' finances are severely affected by the pandemic and so therefore is their ability to pay their council tax despite the additional support from government for those of working age. In addition, it is the case that issuing of summonses does produce payments but this year, with the courts closed, this has not happened. The service has been reaching out to residents and encouraging contact so that it can provide support and deferred payment arrangements. Email, texts and outbound calls have been used. Where required payment is deferred.
- 3.39 Businesses have also been severely affected by the pandemic. While many in the retail, hospitality and leisure sector are benefiting from a government funded rates holiday many not included here are badly affected and are struggling to pay, hence collection is considerably below where it would be in other years. The service is offering payment deferrals top those struggling to

pay. It has also paid out the government grants and applied the rates holiday where possible.

3.40 Current rent collected as a percentage of rent due – Performance for Q2 collection is currently at 95.85%, 4% below target and therefore is rated Amber. Officers are working hard to mitigate the impact of Covid-19 by working to maximise benefits and signposting to financial help for anyone struggling. To date, they have limited new accounts falling into arrears since the pandemic to 6%. However, the value of arrears on household accounts has increased during this period by around £230 on average per household to an average of £1,350 per household and there is a current estimated impact of £2million in rent loss for the HRA due to Covid-19 which has significantly affected rent collection rates. Additionally 500 accounts that are in receipt of Universal Credit did not show on the monthly collection figures which would have meant collection for September was actually higher than recorded.

4.0 Financial Implications

4.1 None

5.0 Legal Implications

In Table 3 of Part 3 of the council's constitution, it states that the Cabinet is responsible for formulating and preparing a sustainable community strategy and then submitting the same to Full Council for consideration and adoption or approval. The Sustainable Community Strategy constitutes part of the council's Policy Framework. The Council's Borough Plan 2019-23, which is its current sustainable community strategy, was agreed by Full Council in 2019.

6.0 Equality Implications

6.1 There are no direct diversity implications. However, the report includes performance measures related to the council's diversity objectives and is part of the framework for ensuring delivery of these key outcomes. Service areas have the responsibility for managing the delivery and performance of their services. Therefore, the service area would also need to consider if a variation in performance could lead to equality implications at a service level.

7.0 Consultation with Ward Members and Stakeholders

- 7.1 Not applicable.
- 8.0 Human Resources/Property Implications (if appropriate)
- 8.1 None

Report sign off:	
Shazia Hussain Assistant Chief Executive	

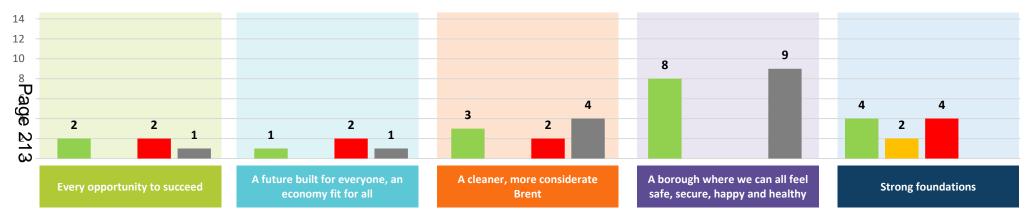


Corporate Performance Report December 2020 Borough Plan Performance Summary – Quarter 2 (July 2020 to September 2020)

All KPIs



KPIs for the Year 2 Delivery Plan



KPIs for Borough Plan Service Delivery Priorities







Corporate Performance Report December 2020 Borough Plan Performance Summary – Quarter 2 (July 2020 to September 2020)

Key for Performance Tables (all priorities)

Unless otherwise defined, performance information is assessed using the following tolerances to give a RAG rating:

Green	At target or exceeding target
Amber	0.01% - 5% outside target*
Red	Greater than 5% outside target*
Contextual	No target set
n/a	Data not available

*please note some indicators are set at a 10% tolerance due to national requirement

The Statistic available

*please note some indicators are set at a 10% tolerance due to national requirement

The KPIs covering the Borough Plan service delivery priorities also have an indicator to show how the KPI is performing against target compared to the previous quarter:

A	Performance has improved since previous quarter						
_	 Performance is the same as previous quarter 						
▼	Performance has declined since previous quarter						
	Data for previous quarter not available						

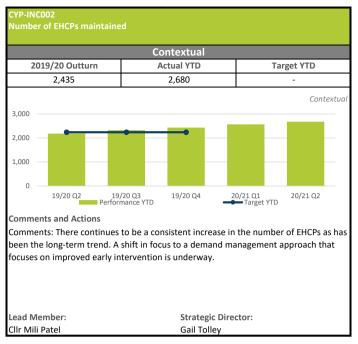


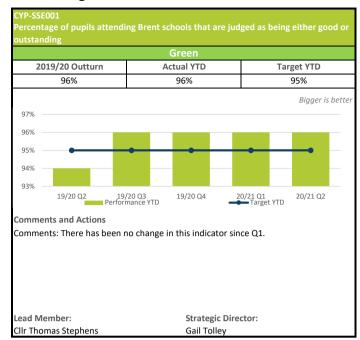
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Borough Plan:	A future built for everyone, an economy fit for all	16
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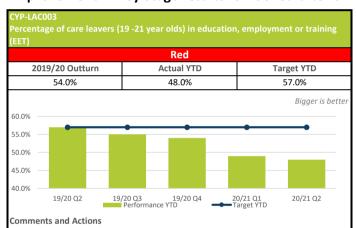
Every opportunity to succeed

Improvement in Key Stage results for boys of Black Caribbean heritage





Improvement in Key Stage results for looked-after children and care leavers

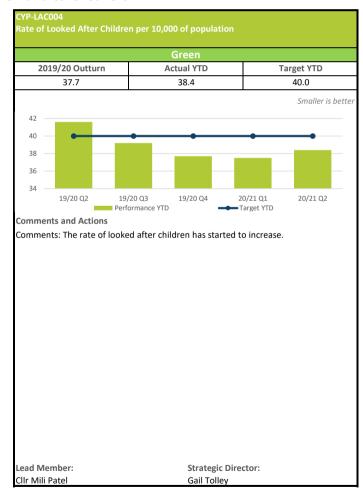


Comments: Some young people have lost their jobs as a result of COVID-19, which impacts on performance. 39 young people are NEET within this reporting period: 6 young people are in custody and not engaging in training opportunities; 6 have immigration issues (of which 1 was granted status in September and is enrolling on a college course); 4 young people have mental health issues who require further support to engage in EET; 3 young people are parents who focus on looking after their children; 13 young people are not engaging in any EET opportunities despite the best efforts of their Personal Advisers; 7 young people are actively seeking employment or

Actions: Active work with the cohort of 39 has resulted in 2 young people now being in work and 2 more are enrolled in college. 2 young people, who were reluctant to engage in EET activities, and 1 young person in custody are now considering their options. Robust tracking and monitoring activity is ensuring monthly oversight of this cohort. We are confident that support is in place to improve the number of care leavers in EET, such as ongoing work with Prospects, who provide targeted advice to care leavers, and Brent Virtual School.

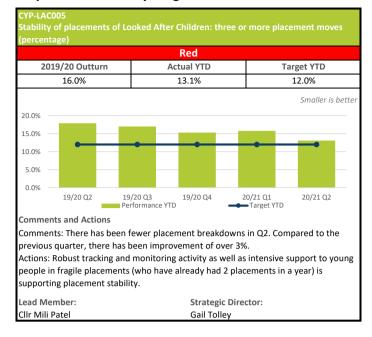
Lead Member: Strategic Director: Cllr Mili Patel Gail Tolley

returning to college.



Every opportunity to succeed

Improvement in Key Stage results for looked-after children and care leavers



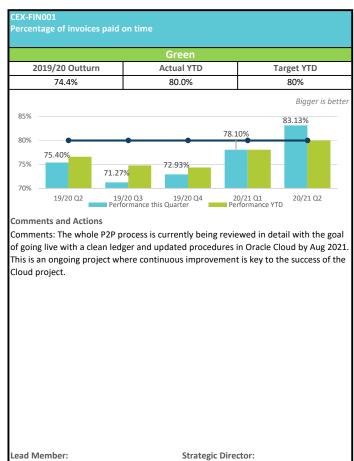
A future built for everyone, an economy fit for all

Increase in housing supply

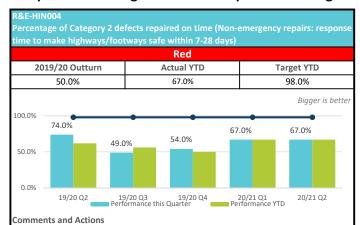
Comments: 3.8 The Council has committed to an ambitious strategic housing target to deliver 5,000 new affordable homes over the five-year period 2019-24. Delivery of a total of 5,000 new affordable homes includes the provision of 1,000 homes by the Council by 31 March 2024. As at November 2020, a total of 6,355 new affordable homes are projected to be delivered. Of these, 954 have been delivered and a further 1.262 projected to be delivered this year. Of the 1.000 to be delivered directly by the Council (included in the 6,355), 229 have been delivered, 612 are currently onsite and a further 332 have been given planning consent and are now going through procurement for contractors. This shows that we are well on course to deliver above target, both in the overall and the Council specific targets. It is more challenging to project the number of homes to be delivered by Registered Providers and private developers because the Council is not in direct control. As such, the numbers will change from time to time. Projections become more accurate as time and site development progresses. Covid-19 has impacted on construction, causing delays in handover this year. However, the first tranche of handovers on the South Kilburn regeneration, providing 82 affordable new homes for local residents will come to fruition at the end of November.

Lead Member: Strategic Director: Cllr Eleanor Southwood Phil Porter

Increase level of inward investment achieved via the council



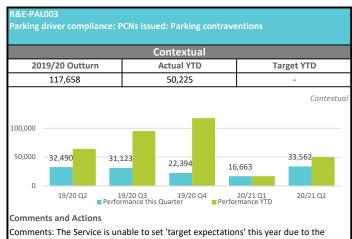
Keep traffic moving and roads and pavements in good repair



Comments: Over the last quarter our contractor has reported more obstructions on the highway than usual (due to increase in home working) resulting in delays, as they are often unable to complete the repair on the first visit. They also continue to be slow in updating the system upon completion of repair resulting in completed jobs being reported as late. CA have also experienced resource issues over this period as many of their workforce is eastern European and they have had to isolate when returning from their homeland.

Actions: We hold regular meetings with CA to improve performance in this area. We have provided a contact number for SERCO so they can arrange for obstructive vehicles to be removed within two hours to reduce abortive visits. We have also instructed CA to ensure completed jobs are updated on the system the same day to avoid completed works being recorded as late. CA have recently taken on sub contractors to ensure performance improves whilst they address Covid related resources issues.

Lead Member: Strategic Director: Cllr Krupa Sheth Alan Lunt



Minesh Patel

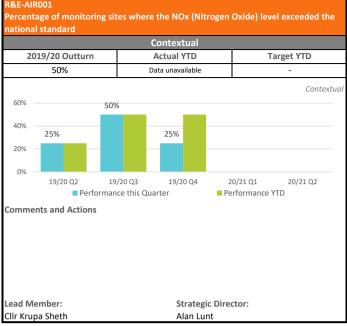
Cllr Margaret McLennan

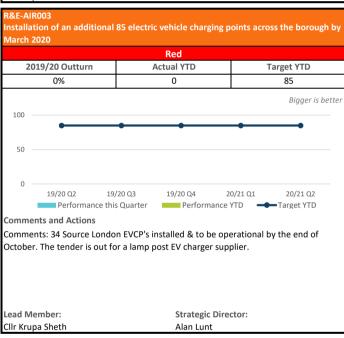
Comments: The Service is unable to set 'target expectations' this year due to the impact of COVID and the subsequent lockdown in Q1 resulting in reduced motoring activity.

Lead Member: Strategic Director: Cllr Krupa Sheth Alan Lunt

A cleaner, more considerate Brent

Improvement in air quality





25% 25% 25% 20% 0% 19/20 02 19/20 03 19/20 04 20/21 01 20/21 02 Performance this Quarter ■ Performance YTD **Comments and Actions** Lead Member: Strategic Director: Cllr Krupa Sheth Alan Lunt lumber of trees we plant on our streets and in our public spaces Contextual 2019/20 Outturn **Actual YTD** Target YTD 1,033 0 Contextua 1500 907 126 0 0 0

19/20 Q4

Comments: Tree planting is undertaken from October to March, so no trees are

Performance YTD

Strategic Director:

Alan Lunt

20/21 Q1

20/21 Q2

rcentage of monitoring sites where the PM10 (Particulate Matter up to 10

Contextual

Actual YTD

Data unavailable

Target YTD

Contextua

icrometres in size) level exceeded the national standard

2019/20 Outturn

50%

19/20 Q2

Comments and Actions

Lead Member:

Cllr Krupa Sheth

19/20 Q3

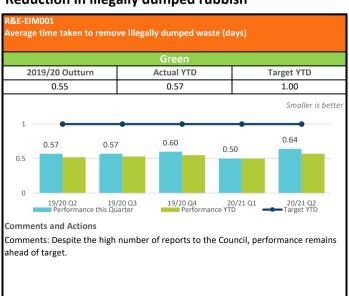
planted in the first and second Quarters of the year.

60%

40%

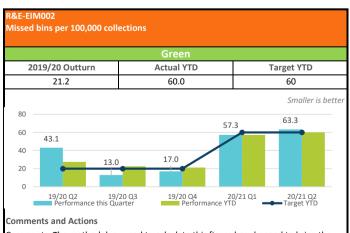
Reduction in illegally dumped rubbish

Lead Member: Cllr Krupa Sheth



Strategic Director:

Alan Lunt



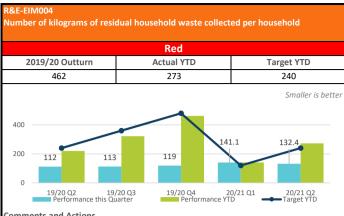
Comments: The methodology used to calculate this figure has changed to bring the measure in line with the industry standard. Actuals for all rounds are now used instead of estimates based on samples which gives a more accurate picture. Missed collections are within target based on the new approach.

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Lead Member:
7 Cllr Krupa Sheth

Strategic Director: Alan Lunt

A cleaner, more considerate Brent

Reduction in illegally dumped rubbish

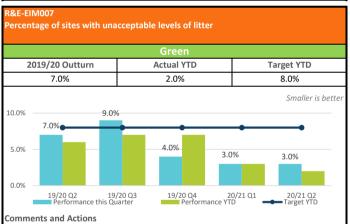


Comments and Actions

Comments: The COVID-19 lockdown caused residents to be at home the majority of the time. This meant waste which would normally end up in the commercial waste stream from offices and restaurants has moved to the residential waste stream to be collected by Brent Council. This is the situation across the country due to the large scale changes in normal living arrangements.

Actions: Due to the continued increase in residents working from home and now tier 2 restrictions, it is not known to what extent residual waste levels will continue to be higher than previous years. This situation will continue to be monitored closely.

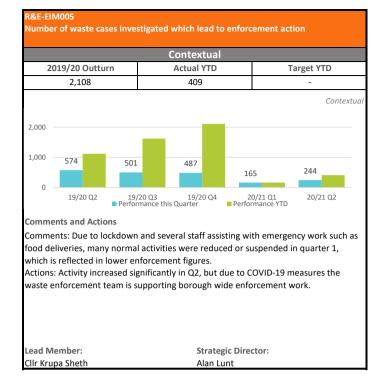
Lead Member: Strategic Director: Cllr Krupa Sheth Alan Lunt



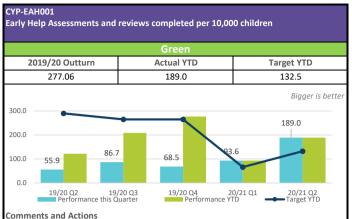
Comments: Joint Brent and Veolia inspections continued throughout the lockdown period and Veolia's level of service was maintained. With less road usage, particularly on high streets, levels of litter have stayed within target and have remained within target as footfall has increased.

Actions: The five Neighbourhood Managers continue to work closely with Veolia to ensure that the quality of street cleansing in Brent does not slip, despite ongoing changes as part of the COVID-19 response.

Lead Member: Strategic Director: Cllr Krupa Sheth Alan Lunt



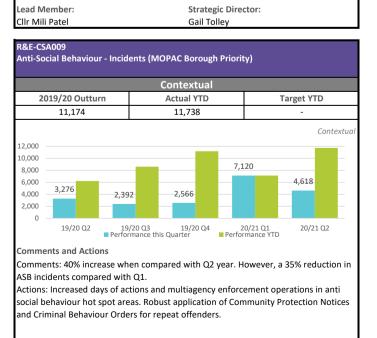
Reduction in anti-social behaviour, the risk of harm and re-offending



Comments: The rate of EHAs and reviews completed continues to rise. The demand for EHAs has continued to increase post lockdown, in addition to a rising demand for cases to step down from Localities. This increased demand is a challenge for the Early Help Service, which is closely reviewing demand data to assess resourcing levels.

Lead Member: Strategic Director: Cllr Mili Patel Gail Tolley

CYP-SOA002 Percentage of children becoming the subject of Child Protection Plan for a second or Contextual 2019/20 Outturn Actual YTD Target YTD 14% 9.30% 12.0% 14 8% 14.33% 15.0% 10.0% 5.0% 0.0% 19/20 Q4 20/21 Q1 Performance YTD 19/20 Q2 19/20 Q3 Performance this Quarter Comments: The percentage of children becoming subject of a CP plan for a second or subsequent time has increased this quarter, but remains below the target for this vear. The number of children subject of a CP plan may increase further given an increase in referrals since children returned to school.

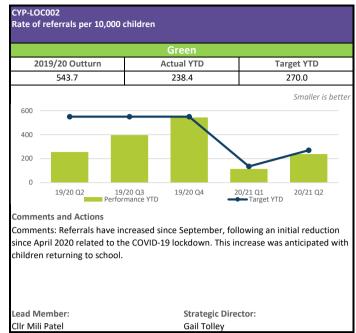


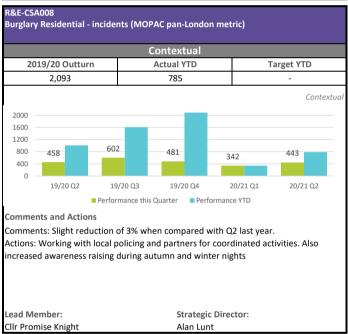
Strategic Director:

Alan Lunt

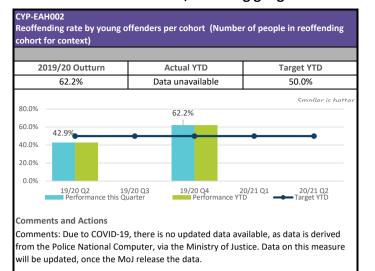
Lead Member:

Cllr Promise Knight

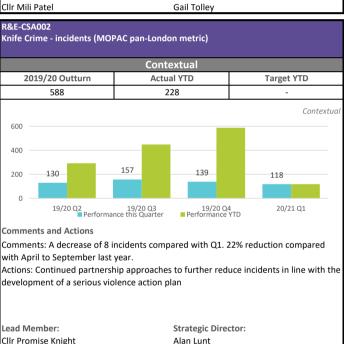




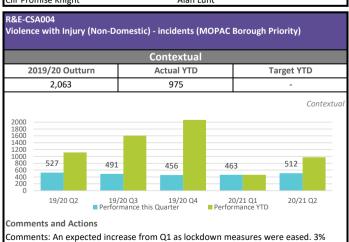
Reduction in violent crime, including gang and knife crime



Strategic Director:



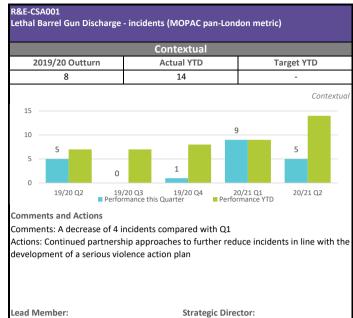
Lead Member:

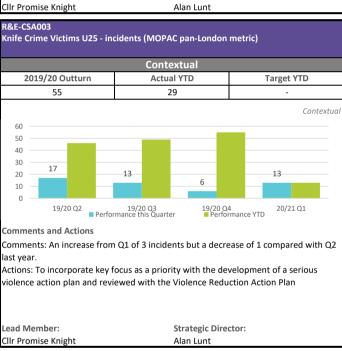


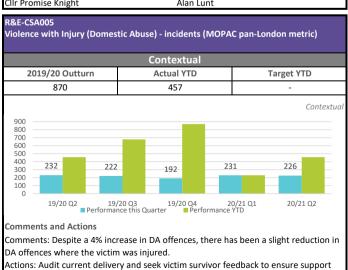
Comments: An expected increase from Q1 as lockdown measures were eased. 3% decrease compared with Q2 last year.

Actions: As part of Covid recovery planning, this will be incorporated within the serious violence action plan

Lead Member: Strategic Director:
Cllr Promise Knight Alan Lunt







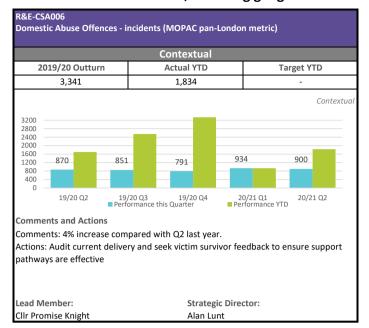
Strategic Director:

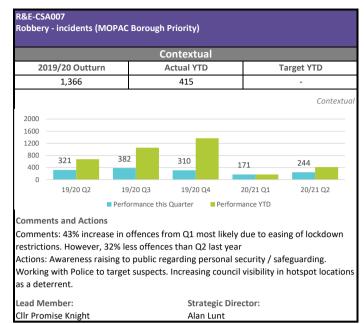
Alan Lunt

pathways are effective

tees Member: Clir Promise Knight

Reduction in violent crime, including gang and knife crime

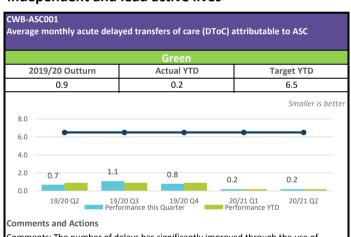




Support our most vulnerable adults, enabling them to choose and control the services they receive, remain independent and lead active lives

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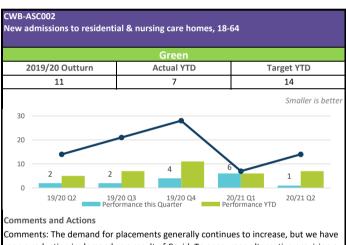
Comments: The number of delays has significantly improved through the use of Homefirst, the Handyperson scheme and Housing Hospital Service. However, the discharge process has been changed significantly during the Covid period, and performance numbers are not comparable to other quarters - the majority of discharges are currently the responsibility of the NHS with very few being managed by social care.

Lead Member: Strategic Director:

Cllr Harbi Farah Phil Porter							
CWB-ASC003 New admissions to resident	ial & nursing care homes, 65+						
	Green						
2019/20 Outturn	Actual YTD	Target YTD					
100	30	75					
150 100 50 24 23	1						
19/20 Q2 19/20 Q3 19/20 Q4 20/21 Q1 20/21 Q2 Performance this Quarter Performance YTD 20/21 Q2 Comments and Actions Comments: Current period data is not comparable to other periods as a number of placements have been made by the NHS that are now being transferred to the local authority as a result of Covid							

Actions: All placements are signed off by Heads of Service ensuring that they are made only when required.

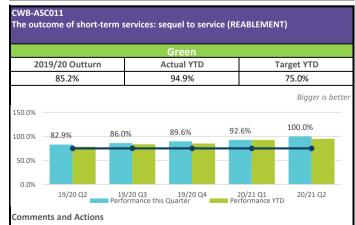
Lead Member: Strategic Director: Phil Porter Cllr Harbi Farah



seen a reduction in demand as a result of Covid. To encourage alternative provision a challenging target is set.

Actions: All 18-64 placements are signed off by Helen Woodland, ensuring they are made only when it is necessary. This is usually due to a safeguarding concern.

Lead Member: Strategic Director: Cllr Harbi Farah Phil Porter

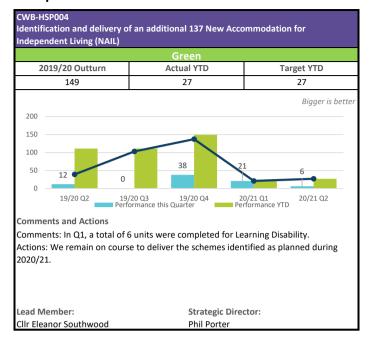


Comments: IRRS numbers are steadily increasing and the service is continuing to

Actions: Uptake has been supported by the introduction of Homefirst, allowing those who will not benefit from Reablement to receive Homefirst instead meaning the service can be directed at those who will benefit from it most.

223 Strategic Director: Cllr Harbi Farah Phil Porter

Support our most vulnerable adults, enabling them to choose and control the services they receive, remain independent and lead active lives



Enable more residents to get online

CDS-HUB002
Percentage of Community Hub customers that are more confident in using online services

			Amber			
2	.019/20 Outtu	rn	Actual YTD		Target YTD	
	74.0%		74.0%		75.0%	
		•		•	Bigger is	better
95%						
050/						
85%		74%	76%	76%		
75%	71%				73%	_
65%						
03/0	19/20 Q2 Performan	19/20 Q3 nce this Quarter	19/20 Q4 Perfor	20/21 Q mance YTD	20/21 Q2 Target YTD	

Comments and Action

Comments: There has been a slight improvement in achieving this target as a result of a number of measures which have been put in place. However the low levels of digital skills for residents who use hubs services is a challenging area to address. A wider programme of work to tackle digital exclusion is in place to help to address this more holistically.

Lead Member: Strategic Director:
Cllr Eleanor Southwood Peter Gadsdon

DS-WEB006

By the end of 2020/21 the website will conform to Web Content Accessibility Guidance (WCAG) standards and will comply with the Web Accessibility Directive with a rating of 75 ot of 100 of above.

2019/20 0	Outturn	Actual YTD			Target YTD		
0		76				75	
80 —						Bigge	r is better
75 ———	•				—		
70	20/21 C)1		Tarr	20/21 Q2		

Comments and Actions

Comments: During Q2, work continued to bring the main website and up to a minimum standard for accessibility. There are still some known issues that mean the site is not fully compliant however these are things that we are unable to address until we have the new CMS in place. The current score is still above the Government benchmark and is a marked improvement on where it was at the beginning of the year.

Actions: Accessibility monitoring is taking place monthly to ensure we maintain the minimum level of compliancy and corrective action will be taken, where possible, to fix any new issues. We will continue to work with service teams to bring any Brent microsites up to standard and are talking with third parties to look at what we can do to ensure the third party services utilised across the site are compliant.

Lead Member: Strategic Director: Cllr Margaret McLennan Peter Gadsdon

CDS-WFB005

Satisfaction with the Brent website will increase year on year, with the user experience of the website overall rated at more than 60% by visitors surveyed by end of 2021.

2019/20 O	Α	ctual YTD		Tar	get YTD		
57.0%	Ď		58.4%		6	50.0%	
	•			•		Bigger is be	etter:
65.0%							
60.0%							
55.0%							
50.0%	20/21 Q Perform	1 mance YTD		-	20/21 Q2 Target YTD		

Comments and Actions

Comments: The top 3 services that had a high percentage of satisfied web experiences were Bins, rubbish and recycling, Planning and Roads and Transport. Overall, positive responses focused on how easy to use with clear information and it was easy to complete their task (finding info, filling form or payment). Areas of improvement were account access (specifically trouble with passwords) and being able to access service teams, due to lack of email or telephone numbers (or too many to know which one to use). A number of responses related to difficulties in registering for parking accounts, My Account and planning accounts.

Actions: The new My Account registration process is due to go live in Q3. While this aims to resolve many of the common issues reported by website visitors, it is expected that this may have an adverse impact on user experience, initially as users get use to a new way of registering.

Lead Member: Strategic Director: Clir Margaret McLennan Peter Gadsdon

CDS-WEB007

25% increase in the number of transactions undertaken online across the website (non-logged in state) by 2021

58,948 28.5% 25.0% Big			
40.0% Big	Target YTD		
40.0%	6		
	ger is bette		
22.207			
30.0%			
20.0%			
10.0%			
0.0%			
20/21 Q1 20/21 Q2 20/21 Q2 Target YTD			

Comments and Actions

Comments: Traffic and activity on the site, does typically reduce over the summer period, however the reduction this year also coincided with a number of Covid forms coming to an end. The Resident Support Fund is not included in these numbers, due to the form sitting on the Dynamics platform however, this one form did create a specific spike in traffic during August and September. Due to the number of forms and systems that forms from our website go into, we are only able to track traffic to the forms on our site that our analytics can pick up, at present. It should be noted that these numbers do not currently include transactions undertaken via Dynamics forms. This is something that is currently being investigated.

Actions: During 2020-21 we will be upgrading the website with the aim of making transactional actions quicker and easier to complete by the user. The outputs from this wont really be felt until 2021-22 but in doing this, we will start to implement tighter controls around the creation of forms and introduce new design principles the make forms simpler and easier to understand for our users.

Lead Member: Strategic Director:
Cllr Margaret McLennan Peter Gadsdon

Enable more residents to get online



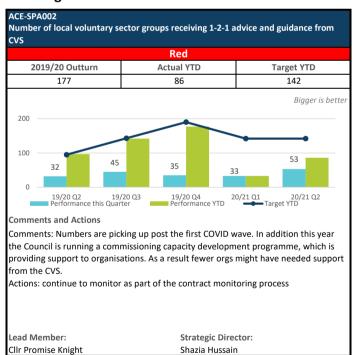
Comments and Actions

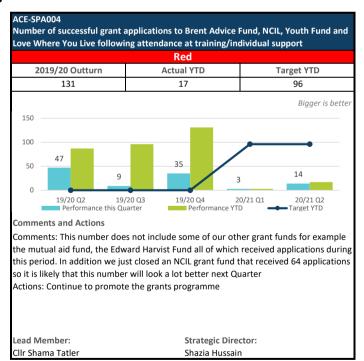
Comments: While people are often able to complete their transactions, often they are contacting us to find out what next, for reassurance that their request has been received or why they haven't heard from us. Covid appears to have impacted this more. With people trying to isolate and unable to come into the Civic there was greater reliance on the website and more frustration when they weren't able to do what they needed, or subsequently contact us. Other common issues remain, with visitors feeling the need to contact us further regarding My Account, the webchat being unavailable or too busy and to report missed bin collections. An isolated incident this quarter was also the change to the Abby Road recycling centre and how people could get rid of specific items of waste.

Actions: During 2020-21 we will be undertaking significant changes across the design and structure of the website and portal which will have a significant impact on the user experience. The introduction of a new registration and sign in process will make it easier for people to reset passwords and we will be piloting a new Web Advisor chat

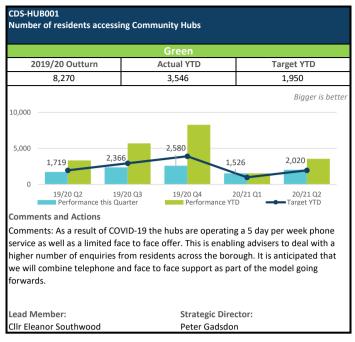
Lead Member: Strategic Director: Cllr Margaret McLennan Peter Gadsdon

Building more services around residents and their needs

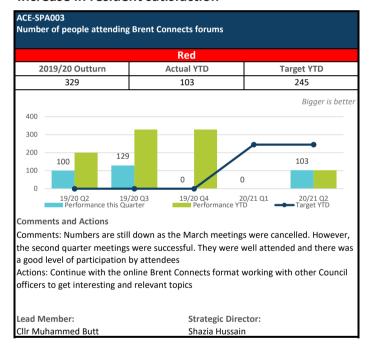


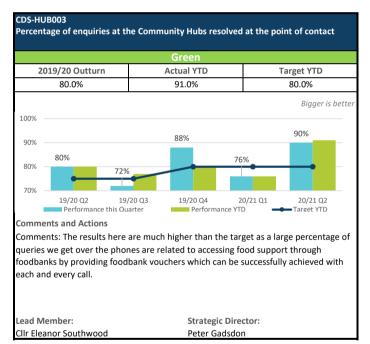


Building more services around residents and their needs



Increase in resident satisfaction





Every opportunity to succeed

CEX-HRE002				Comments & Actions
Number o	f apprentice	ships in the Co	ouncil	Comments: The number of apprentices has fallen slightly as we have reduced the number in the basic Admin/Clerical category.
YTD		44		
Q2 20-21	44	Q1 20-21	46	
Q4 19-20	50	Q3 19-20	51	
			Contextual	
19/20 Out	turn: 50			

R&E-ESK001 Comments & Actions Comments: Given the lockdown and students moving to on-line learning, we have **Brent Starts Achievement Rate** lost few learners from engaging with us. This has lead to drop in retention and a slight drop in achievement. We did revise the yearly target from 93% to 91% due to Covid, but have achieved 92.4% 92.4% Actions: Provide laptops/data to learners who are unable to engage on line due to YTD being digitally excluded. Review qualification offer and if required and appropriate switch to non accredited qualification 92% 93% 20-21 20-21 93.7% 94.8% 19-20 19-20 Target YTD: 93% Bigger is better 19/20 Outturn: 93.7%

Cllr Margaret McLennan Debra Norman

R&E-ESK005 Comments & Actions Comments: Vacancies in the borough are 30% of pre Covid levels. This combined **Employment and Apprenticeship Outcomes** with the lockdown has made the first half of the year very challenging. The (Brent Works and The Living Room/Hub service) Government Kickstart Scheme is due to launch in November which should ensure overall targets are met within the year Actions: Kickstart scheme launches formally in November 2020. Over 30 employers 56 YTD have approached Brent Works to date to express interest in taking on Kickstart placements. Q2 28 28 20-21 332 228 19-20 19-20 Target YTD: 80 Bigger is better 19/20 Outturn: 272 Cllr omas Stephens

Cllr Thomas Stephens

Alan Lunt

Alan Lunt

228

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`	ge of relevant		eing procured Wage policy	Comments & Actions Comments: The on-going review of the contracts register database continues to result in the increase in the number of valid LLW compliant contracts.
YTD Q2 20-21 Q4 19-20	99% 99%	99% Q1 20-21 Q3 19-20	99% 99%	
Target YTL 19/20 Out			Bigger is Better	
garet McLer	nnan			Peter Gadso

CDS-PRC005				Comments & Actions
Percentag were invit		n which lo	cal businesses	Comments: The procurement team have now formally incorporated the inclusion and invitation of local suppliers into all future procurements where appropriate.
YTD	1	.009	%	
Q2 20-21 Q4 19-20	100% 60%	Q1 20-21 Q3 19-20	100% 50%	
Target YTD: 70% Bigger is Better 19/20 Outturn: 78%			Bigger is Better	

Cllr Margaret McLennan Peter Gadsdon Cllr Margaret McLenn

CIII IVIAI	garet ivicterii	iaii			Tetel Gadsdoll
	CDS-PRC006	of tenders	in which lo	cal businesses	Comments & Actions Comments: Procurement will look to maintain performance.
	"	ed and then			
	YTD	•	37 %	6	
Y	Q2 20-21	30%	Q1 20-21	44%	
	Q4 19-20	100%	Q3 19-20	100%	
	Target YTD: 19/20 Outt			Bigger is Better	
Cllr Mar	garet McLenr	nan			Peter Gadsdon

		_	of such tenders loc		vere successful in,	Comments & Actions Comments: Procurement are working with Employment Skills and Enterprise to conduct training sessions with the local supplier base on responding to
supply chain of the non-local business						opportunities.
		YTD		13 %	/	
	*	Q2 20-21	0%	Q1 20-21	0%	
		Q4 19-20	50%	Q3 19-20	0%	
		Target YT	D: 30% tturn: 35%	19-20	Bigger is Better	

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Average re-let time for properties with major voids works (calendar days) YTD Q2 150 168 20-21 26 114 19-20 19-20

> Target YTD: 72 Smaller is better 19/20 Outturn: 74

Comments: For all void properties, Brent takes the opportunity to completely refurbish the property. All rooms are fully decorated and where necessary, kitchens and bathrooms are replaced. This is a deliberate choice that ensures all new tenants get a high quality home to move into, but it takes more time to complete and means we are not likely to compare favourably to landlords who choose to do additional works (apart from statutory testing) after the tenant moves in. We were successful in maintaining a voids service during the Covid-19 lockdown and have continued to work to keep our customers, teams and contractors safe over this time. We are still working through the backlog from this period in which access to materials and the government embargo meant we couldn't complete void works or subsequently re-let properties. It has been a busy time for lettings officers to hold viewings and sign new customers up to properties in the last four months. There are just 11 properties remaining to be let from the 109 properties that were ready for letting once the government lifted the halt on households moving in May 2020. They have managed this backlog while also processing new voids coming in after the lockdown period. Actions: Changes have been made to ensure closer monitoring of the end to end process, with the aim of driving out mistakes and improving performance. Implementation will be followed up by extensive training for all teams to ensure the processes are embedded and contribute to the expected improvement in performance.

Average re-let time for properties with minor voids works (calendar days)

YTD Q2 124 20-21 50 14 19-20 19-20

104

Target YTD: 28 Smaller is better

Comments: For all void properties, Brent takes the opportunity to completely refurbish the property. All rooms are fully decorated and where necessary, kitchens and bathrooms are replaced. This is a deliberate choice that ensures all new tenants get a high quality home to move into, but it takes more time to complete and means we are not likely to compare favourably to landlords who choose to do additional works (apart from statutory testing) after the tenant moves in. We were successful in maintaining a voids service during the Covid-19 lockdown and have continued to work to keep our customers, teams and contractors safe over this time. We are still working through the backlog from this period in which access to materials and the government embargo meant we couldn't complete void works or subsequently re-let properties. It has been a busy time for lettings officers to hold viewings and sign new customers up to properties in the last four months. There are just 11 properties remaining to be let from the 109 properties that were ready for letting once the government lifted the halt on households moving in May 2020. They have managed this backlog while also processing new voids coming in after the lockdown period. Actions: Changes have been made to ensure closer monitoring of the end to end process, with the aim of driving out mistakes and improving performance. Implementation will be followed up by extensive training for all teams to ensure the processes are embedded and contribute to the expected improvement in performance

19/20 Outturn: 43

Cllr Eleanor Southwood Phil Porter Cllr Eleanor Southwood Phil Porter

ge

Fire Risk Assessment - Recommended Actions for blocks over six storeys high

100.0% 100% 20-21 94.2% 100% 19-20 19-20 Target YTD: 100% Bigger is better Comments & Actions

Comments: 100% compliance

Percentage of properties with a valid Fire Risk Assessment, in line with cyclical date for reinspection

100% YTD 100% 100% 20-21 100% 100% 19-20 Target YTD: 100% Bigger is better Comments & Actions

Comments: 100% compliance

Cllr Eleanor Southwood

Cllr Eleanor Southwood

Phil Porter

CWB-HMA008

19/20 Outturn: 100%

Percentage of properties with a valid gas certificate

97.94% YTD Ω2 98.2% 97.9% 20-21 99.80% 98.72% 19-20 Target YTD: 100% Bigger is better Comments & Actions

Comments: The current outturn on gas safety of 97.94% is due to the moratorium on seeking court injunctions during lockdown. This number gradually built up as there was less successful access compared to the increasing no access cases. Attempts were also made via Homes and communities to make contact with tenants and gain access. However, this has had very limited success.

Actions: It is now expected that the court injunction process will commence at the end of December. With approximately 20 injunctions per week it should take approximately three months to rectify the current situation. This is subject to no further Covid restrictions being put in place.

19/20 Outturn: 100%

Number of households (families & singles) in Temporary accommodation (TA)

YTD Ω2 1,911 2,099 2,132 2.097 Target YTD: 1,990 Smaller is better 19/20 Outturn: 2.132

Comments & Actions

Comments: We are reporting temporary accommodation numbers below 2,000 for the first time in at least 13 years. This has come about due to increased prevention and relief work meaning we accept main duty on fewer households and increased supply of affordable accommodation from the NCHP and the work we're doing with registered providers.

Cllr Eleanor Southwood

19/20 Outturn: 98.72%

Phil Porter

Cllr Eleanor Southwood

Phil Porter

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	Number of & Breakfa	f households	s in non-self-c	ontained Bed
	YTD		84	
*	Q2 20-21	84	Q1 20-21	91
	Q4 19-20	101	Q3 19-20	62

Smaller is better

Comments: The majority of the households are single homeless people who were placed into B&B outside of the Covid cohort. This group have specific housing needs, and are therefore not as easily moved on. The Single Homeless Team are working through the backlog of cases which are outstanding while also working with the 360 people placed in homes due to the governments 'everyone in' scheme. Joint working with colleagues in Adult Social Care to assess needs and establish the right type of accommodation for these single groups has helped us find genuine long term accommodation for people who require supported accommodation which is tailored

Percentage of homelessness prevented and relieved

82% YTD Q2 82% 85% 20-21 51% 56% 19-20 Target YTD: 50% Bigger is better 19/20 Outturn: 51%

Comments: The supply of Private Rented Sector accommodation has increased during the Covid lockdown, which has contributed to the increase in percentage of homeless cases which can be prevented or relieved.

19/20 Outturn: 101 Cllr Eleanor Southwood

CWB-PRH005 **Number of Houses of Multiple Occupation** licensed within the borough

> YTD 02 2,911 2,051 20-21 20-21 Taraet YTD: 3.108 Bigger is better

Comments & Actions Comments: Over 1000 HMO applications have been processed since April but we anticipate that there should be higher numbers of Additional Licence applications being made. Due to the impact of Covid-19 restrictions we haven't been able to campaign and carry out enforcement activities as we would usually. Work is now commencing to target those properties and increase licence numbers.

Cllr Eleanor Southwood

Parking driver compliance: PCNs issued: CCTV bus lane

5,798 YTD Q2 3,795 2,003 20-21 20-21 04 857 2,928 Contextual 19/20 Outturn: 9,365

Percentage of major applications determined in 13

weeks or other formally agreed time over rolling two

Comments: The Service is unable to set 'target expectations' this year due to the impact of COVID and the subsequent lockdown in Q1 resulting in reduced motoring

19/20 Outturn: 1,715

Phil Porter

Phil Porter

Cllr Geanor Southwood

Target YTD: 50

Cllr Krupa Sheth

Alan Lunt

Phil Porter

Parking driver compliance: PCNs issued: CCTV moving traffic

YTD 8,588 20-21 10.812 13.463 19-20 Contextual 19/20 Outturn: 56.569

Comments: The Service is unable to set 'target expectations' this year due to the impact of COVID and the subsequent lockdown in Q1 resulting in reduced motoring

year period YTD

98.7% 20-21 98.7% 100% 19-20 Target YTD: 94% Bigger is better Comments: Monthly and Q1=2 year rolling. YTD=this year only. Performance well above target and 100 % for YTD

Alan Lunt Cllr Krupa Sheth

Percentage of non-major (minor and other) applications determined in eight weeks or other

> YTD Q2 86.26% 20-21 20-21 87.24% 88.75% Taraet YTD: 86% Bigger is better

formally agreed time over rolling two year period

Comments: Monthly and Quarterly=2 year rolling figure. YTD=this year only. 2 year rolling figures fallen below target but reducing slowly. Performance fallen below Brent target of 86 % but remains above national target (70 %). Ongoing focus on dealing with older applications had resulted in more older applications being determined. Active oversight by DM Leadership team to address reductions in performance against target.

19/20 Outturn: 97.6%

Cllr Shama Tatler Alan Lunt

Revenue income secured from commercial portfolio YTD Q1 20-21 20-21 £563k £565k Taraet YTD: £1.80m Bigger is better

Comments & Actions Data not received to date

19/20 Outturn: 85.83% 19/20 Outturn: £2.33m Cllr Shama Tatler Alan Lunt

A cleaner, more considerate Brent

Number of illegally dumped waste incidents reported on public land (large and small) Q2 20-21 7,522 8,466 19-20 Contextua 19/20 Outturn: 33,472

Comments & Actions

Comments: Continued promotion of the Cleaner Brent app and the use of Veolia's technology and reporting via the contact centre have kept levels of reporting on the increase. This is positive as it ensures illegal waste dumping is removed quickly. Actions: Area based Neighbourhood Managers and Enforcement Officers continue to tackle the issue of illegal rubbish dumping. A programme of community skip days is planned in 2020/21.

Residual waste disposal tonnage - Public Realm Contract Target 1

37,367 Ω2 18,433 18,934 20-21 16,743 17,344 19-20 Target YTD: 31,113 Smaller is better 19/20 Outturn: 69,269

Comments & Actions

Comments & Actions Data not received to date.

Comments: The above target waste tonnages reflect nationwide trends due to lockdown transferring waste from the commercial to the residential waste stream. It also reflects continued property growth within the borough.

Actions: The cost for disposal of tonnage in excess of the contract target is met by the Public Realm contractor Veolia so waste minimisation remains a key driver for them. Due to the need to reduce face to face contact, Veolia have been trialling online campaigns starting with textiles collections, to examine how effective a targeted campaign can be. Data is being gathered so that as the situation returns to normal, new campaigns can be developed to maximise the impact on waste levels.

Alan Lunt Cllr Krupa Sheth Cllr Krupa Sheth

A borough where we can all feel safe, secure, happy and healthy

	CWB-CUL001				Comments & Actions
	Number o	f active borro	wers		Data not received to date.
	YTD		-		
	Q2 20-21	-	Q1 20-21	34,673	
ש	Q4 19-20	34,676	Q3 19-20	30,681	
_	Target YTD 19/20 Outt			Bigger is better	
r N ØI i	Nerva				Phil Po

Number of cultural events in the libraries and museum 02 20-21 20-21 200 Target YTD: 258 Bigger is better

Percentage of new birth visits within 14 days

98.60% Ω2 20-21 Q4 98.0% 97.3% 19-20 Target YTD: 95% Bigger is better 19/20 Outturn: 96.2%

Comments: The service during Covid had moved to virtual contacts except where there were concerns. CLCH achieved well above target for the New Birth Contact 98.6% (95%) and nearly achieved target for the 6-8 week review 93.4% (95%).

Unfortunately the other reviews were low as these were either stopped or delayed during lockdown.

Percentage of successful completions as a proportion of all opiate drug users in treatment

19/20 Outturn: 768

19/20 Outturn: 8.09%

19/20 Outturn: 32.6

CYP-LOC009

Cllr Neil Nerva

9.06% Ω2 9.06% 8.87% 20-21 8.09% 7.72% 19-20 Target YTD: 5.58% Bigger is better

Comments & Actions

Comments: Substance misuse services continue to be provided via telephone, on line provision and limited one to one work. Clinical services are being maintained as required and some face to face working is now taking place. Additional mobile phones and face coverings are being secured for service users for the New Beginnings Drug and Alcohol Service to maintain contact.

Phil Porter

Actions: We are working to keep services operational with our provider WDP New Beginnings Service.

Cllr Neil Nerva Cllr Neil Nerva

CWB-PHE006			Comments & Actions
The overall num	ber of wet and di	y visits to	Data not received to date.
Brent's sports co	ntres		
YTD	_		
Q2 20-21	Q1 20-21	-	
0.4	7k Q3	427k	
Target YTD: 1.33r 19/20 Outturn: £2		Bigger is better	

Child Protection rate per 10,000 children YTD Q2 29.3 31.3 20-21 32.6 35.7 19-20 Target YTD: 35-45 Smaller is better

Comments: The rate of children subject of a child protection plan (29.3) remains lower than the same period in 2019. It is anticipated that the rate will increase given an increase in referrals since children returned to school.

Gail Tolley

Comments: Minimum income guarantee contract invoicing is up to date and film Income generated by the Communications Team projects, mainly commercials are coming back to the borough very slowly. £147,534 YTD Q2 £125k £23k 20-21 Q4 £128k £151k 19-20 Target YTD: £285k Bigger is better 19/20 Outturn: £598K

Comments & Actions

Comments: The Local Government and Social Care Ombudsman began accepting Number of complaints upheld by the ombudsman complaints again on 29 June 2020 after a period of not accepting complaints during the start of the pandemic. There were 10 decisions made by the Ombudsman, of which 50% of the cases were upheld in Q2 2020/21. 6 Actions: Analyse complaints upheld by the Ombudsman and seek to improve YTD performance on upheld cases. 5 1 20-21 20-21 Q4 Q3 2 6 19-20 19-20 Contextual 19/20 Outturn: 23

Cllr Muhammed Butt ACE-EMS004

Contextua

upheld YTD 02 141 73 20-21 Q4 180 19-20

Number of Stage 1 complaints upheld/partially

Comments: There were 489 Stage 1 complaints closed in Q2 2020/21, however an outcome was only recorded for 253 cases. This is due to the current limitations of the current CRM system. The data provided only reflects the upheld and partially upheld cases where an outcome was provided. Out of the 253 cases where an outcome was recorded, 141 where upheld/partially upheld. (56% upheld/partially upheld in Q2 2020/21).

Actions: Ensure that where fault is identified the Council admits any failures and seeks to put things right.

Shazia Hussain

Shazia Hussain

Cllr Margaret McLennan ACE-EMS005

> Percentage of FOI requests responded to within 20 working days

YTD 02 91% 89% 20-21 93% 19-20 Target YTD: 90% Bigger is better 19/20 Outturn: 92%

Comments & Actions

Comments: Freedom of Information request performance is above the year to date target for Q2 2020/21. There were 360 Information requests due in Q2 2020/21, in which 326 were responded to on time.

Actions: Proactively monitor FOI performance.

Cl argaret McLennan

19/20 Outturn: 852

ACF-FMS006 Percentage of members enquiries responded to within 10 days

YTD Q2 93% 89% 20-21 20-21 04 03 97% 19-20 Target YTD: 100% Bigger is better Comments & Actions

Comments: Member Enquiry response performance has increased from 88% to 93% this quarter. There were 2035 enquiries received during Q2 2020-21 which is a significant increase compared to the last quarter of 1382, this is mainly due to the vast amount of enquiries related to Covid 19. The performance rate is very good given the amount of member enquiries that were received.

Actions: Continue to monitor Member Enquiries to improve performance.

ACF-FMS007

Cllr Margaret McLennan

Percentage of Stage 1 complaints responded to within timescale (Corporate)

YTD		89%	ó
Q2 20-21 Q4 19-20	90%	Q1 20-21 Q3 19-20	88% 94%
arget YTL	D: 100%	13-20	Bigger is better

Comments & Actions

Comments: Corporate stage 1 complaint response performance is 2% points higher than the previous quarter. The amount of Stage 1 corporate complaints have increased significantly with 585 complaints due in Q2 2020-21, however performance has remained high the a 90% performance rate. There is still improvement to be made to achieve the 100% target rate.

Actions: Report weekly on complaint performance so that service areas can improve timeliness.

Cllr Muhammed Butt

Cllr Margaret McLennan

Shazia Hussair

Shazia Hussain

19/20 Outturn: 97%

Percentage of Stage 1 complaints responded to within timescale (Statutory)

YTD 02 82% 94% 20-21 20-21 04 03 93% 19-20 Target YTD: 100% Bigger is better 19/20 Outturn: 91%

Comments: Stage 1 statutory complaint performance achieved 82% which is a drop of 12% points compared to the previous quarter. In Q2 2020/21, 28 out of the 34 complaints due were closed on time. .of 16 cases closed in time for Q1 2020-21. This was made up of a split of 5 out of 5 cases onetime for CYP and 10 out of 11 cases for ASC closed in time

Actions: Report weekly on complaint performance so that service areas can improve timeliness

19/20 Outturn: 94%

Percentage of Stage 2 complaints responded to within timescale (Corporate)

YTD	ı	78 %	Ó
Q2 20-21 Q4 19-20	79% 75%	Q1 20-21 Q3 19-20	76% 81%
Target YTL 19/20 Out			Bigger is better

Comments: Corporate Stage 2 response performance is slightly better than the previous quarter at 79% even though there were an additional 5 complaints due in this quarter compared to the last quarter, however this is still below the YTD target. There were 34 Stage 2 corporate complaints received in Q2 2020/21 of which 28 were responded to on time.

Actions: Improve Stage 2 performance and ensure responses are sent for sign off at least 2 days before they are due.

Shazia Hussain Cllr Margaret McLennan Shazia Hussain Cllr Margaret McLennan

Percentage of Stage 2 complaints responded to within timescale (Statutory)

47.0% YTD Q2 60% 33% 20-21 20-21 33% 20%

Taraet YTD: 100% Bigger is better 19/20 Outturn: 43%

Comments & Action

Comments: Statutory Stage 2 complaint response performance remains poor, however it is an improvement on the previous quarter. This is largely down to the complexity of the cases received. There was 1 complaint for ASC which was closed late. There were 4 CYP complaints closed in Q2 2020/21, of which 3 were closed down on time. This is generally due to the complexity of cases and availability of staff to thoroughly investigate the complaint.

Actions: Seek to improve performance with rigorous monitoring but continue to produce thorough investigations.

Percentage of telephone calls answered through the council's ACD system

92.3% YTD Q2 90% 94.67% 20-21 88.00% 79.57% Taraet YTD: 80% Bigger is better

Comments: 80% target met. Due to Covid, staff from Customer Service have been deployed to work on phones. This also includes the additional line created for Covid test centre bookings

Cllr Margaret McLennan Shazia Hussain Cllr Margaret McLennan Peter Gadsdon

CDS-ICT001

Percentage of staff who have completed mandatory online Information Governance courses within one month of becoming due

YTD	(88%	ó
Q2 20-21	89%	Q1 20-21	87%
Q4 19-20	88%	Q3 19-20	86%
Target YT 19/20 Out	D: 90% tturn: 86%		Bigger is better

Comments & Actions

Comments: we can see an increase in the completion of the mandatory eLearning -Q1 from 87% to 89% in Q2. CYP has continued to make steady increases in

Actions: All departments to meet the target of 95% of completion.

19/20 Outturn: 80%

Percentage of Subject Access Requests (SARs) responded to within the statutory timescales

YTD		93%	,)
Q2 20-21	93%	Q1 20-21	92%
Q4 19-20	100%	Q3 19-20	99%
Target YT	D: 90% tturn: 96%		Bigger is better

Comments & Actions

Comments: The SAR performance has continued within the statutory requirement. We are working closely with service areas to ensure information is received on time. This has seen a 1% increase from Q1.

Actions: Continue with the weekly SAR trackers.

garet McLennan

Percentage of deaths registered within five days (excluding those referred to the Coroner)

YTD	7	8.09	%
Q2 20-21	87%	Q1 20-21	82%
Q4	87%	Q3	89%
19-20	07/0	19-20	0370

Comments & Actions

Comments: Brent is one of the top five districts in the London Region to record the highest death registrations year to date with 1215 deaths presented, 78% registered within the 5 day target time which has generated £81,449 income from death certificates. Other districts with high comparable numbers for death registrations were Lambeth (1269 deaths presented and 69% seen within 5 days) Barnet (1217 deaths presented with 90% registered within 5 days) Enfield (1215 deaths presented and 55% registered within 5 days) Camden (1207 deaths presented and 78% registered within 5 days). Introduction of telephone registrations has meant that community doctors and the bereavement services are sending the Medical Cause of Death (MCCD) certificate to the Registrars directly. Community deaths at times, presents delays, as an appointment to register a death cannot be booked until we receive the MCCD. If the death has occurred at home/hospice/care home we have to wait until the GP returns to surgery to write up the MCCD sometime this is outside the 5 day limit. Quarter two has seen a trend of statistics returning back to pre-COVID levels and closer to us meeting performance targets. The majority of our services are now digital in payment and booking.

Actions: Discussions have taken place with local hospitals about the requirement to register within 5 days. Hospitals, GP services saw an exponential rise in deaths in guarter one which has reduced in guarter two.

Due to telephone death registrations taking place there is a delay in the MCCD's being sent, at times when the documents are sent in they are not completed correctly which means they have to be returned to be completed correctly before the Registrar can proceed with the Registration.

Virtual meeting with Senior Registration Officers and Hospital and Community GP's.

Target YTD: 90% Bigger is better 19/20 Outturn: 9%

achieved to date

Cllr Margaret McLennan

Registration and Nationality external income

YTD	±4	45,0	79
Q2 20-21	£301k	Q1 20-21	£146k
Q4	£256k	Q3	£254k

Comments & Actions

Comments: Since services commenced on 4th July 2020 for Ceremonies and citizenship, we have seen an increase of income back to pre-COVID-19 levels , quarter two is generally known as the busiest periods for the wedding industry. Our service diaries for giving legal notice of marriage and civil partnership, civil marriage and civil partnership ceremonies were fully booked in July, August and September . Data suggests that year to date we have conducted 337 civil marriage and civil partnership ceremonies from April 2020 to 30th September 2020 period (excluding April and May where no ceremonies took place), the majority of ceremonies were booked online, giving customers a choice of booking at a time that suits them through the digital online offer. The biggest proportion of income is through obtaining certificates which has generated £163,610 which is a request for circa 14,873 certificates since April 2020 to date. If we look at volumes, in July /Aug 2019 we conducted 401 notice appointments. But in the same period in 2020 we conducted 777, this has had a big impact on our income uptake. The majority of our services are now digital in payment and booking.

Peter Gadsdon

Target YTD: £470k Bigger is better 19/20 Outturn: £1.06m

Cllr Margaret McLennan Peter Gadsdon Cllr Margaret McLennan Peter Gadsdor

CDS-REG004 Percentage of births registered within 42 days 65% YTD Q2 52% 81% 20-21 20-21 Q4 99% 99% 19-20 19-20

Comments & Action

Comments: Following the reopening of services to register births after the COVID-19 lockdown in June 2020, a total of 955 births were registered. Quarter two has shown an trend back to pre-COVID levels as performance has increased month on month from July to September 2020. Overall we are one of the top 10 districts in London presenting high levels of births year to date we have registered 2,160 with 752 registered outside the 42 day target leaving our year to date overall performance for birth registrations at 65%. This is mainly due to the service being closed from April -May due to the COVID-19 lockdown. In the London region only Waltham forest had a higher percentage of 66%. Quarter two trends show a promising return to pre-COVID levels of birth registrations and a month on month improvement in performance (Sept 90%). As a caveat we have seen on of the highest rises in deaths presented due to COVID-19 this year the figures will not be true representation because of no birth registrations were taking place. The majority of our services are now digital in payment and booking.

Actions: We will add an extra column of births registration appointments as demand increases, currently the demand is for civil marriage and civil partnership ceremonies which are fully booked for October 2020.

Peter Gadsdon

Comments & Actions

Comments: Target not met. - More Temporary Accommodation and Exempt/Supported Accommodation cases being presented to us as new claims. 7000 UC notifications per month received additionally. General workload up 12%. Increase in DHP's, reconsiderations. Staff also doing RSF and SIP work

Actions: The average days has risen continuously since March 2020 reflecting the impact of COVID-19 on our residents. Assessment Officers are allowing additional time to customers to provide the required information. To avoid unnecessary delays, residents are being contacted by phone as opposed to email and letters.

Cllr Margaret McLennan

Target YTD: 98%

19/20 Outturn: 99%

Cllr Margaret McLennan

Bigger is better

CDS-REV002 Non-Domestic Business Rates (NNDR)

YTD 0 Q2

40.3%

40.3% 19.2% 20-21 20-21 04 15.5% 26.4% 19-20

Target YTD: 0.568 19/20 Outturn: 98.2% Bigger is better

Comments & Actions

Comments: Businesses have been severely affected by the pandemic. While many in the retail, hospitality and leisure sector are benefiting from a government funded rates holiday many not included here are badly affected and are struggling to pay, hence collection is considerably below where it would be in other years. Actions: The service is offering payment deferrals top those struggling to pay. It has also paid out the government grants and applied the rates holiday where possible.

CDS-REV003

Target YTD: 8.7

19/20 Outturn: 8.6

Percentage of Council Tax collected

Average days taken to process new benefit claims

12.4

20-21

19-20

10.27

8.9

Smaller is better

and change events

14

8.1

YTD

Q2

20-21

04

53.2% YTD 53.2% 28.1% 20-21 20-21 25.8% 14.0%

Target YTD: 0.588

Cllr Margaret McLennan

Comments: Many residents' finances are severely affected by the pandemic and so therefore is their ability to pay their council tax. Despite the additional support from government for those of working age. In addition, it is the case that issuing of summonses does produce payments but this year, with the courts closed, this has not happened.

Actions: The service has been reaching out to residents and encouraging contact so that it can provide support and deferred payment arrangements. Email, texts and outbound calls have been used. Where required payment is deferred. Reminders are issued in order to make contact. Where customers state they are affected by the pandemic this is recorded so recovery can be amended accordingly. The service also makes sure it is accessible with the answer rate on the phones for the year to date at over 86%. It is expected that court hearings will resume this calendar year, albeit virtually, assisting in encouraging contact and helping with collection. Any subsequent enforcement will focus on the won't pay rather than can't pay.

Bigger is better 19/20 Outturn: 96.0%

Cllr Margaret McLennan

CDS-REV005

Value of HB overpayments recovered

£3,114,707 YTD Q2 £1.65m £3.11m 20-21

£2.06m £2.15m 19-20 Target YTD: £4.35m Bigger is better Comments & Actions

Comments: Recovery remains below the expected level as it is affected by the pandemic both in terms of some recovery routes, like benefit deduction being temporarily turned off together with the changes to circumstances of customers. Actions: The team are continuing to review cases and discuss circumstances with customers. Where required payment is deferred. Reminders and other communication are issued in order to make contact. Where customers state they are affected by the pandemic this is recorded so recovery can be amended accordingly.

CEX-HRE001

YTD

Ω2 6.2 20-21 6.77 6.13 19-20

Average days sickness (Previous 12 months)

Contextual 19/20 Outturn: 6.77

Comments & Actions

Comments: The average level of sickness has remained stable this year which given the context of COVID -19 is good.

Cllr Margaret McLennan

19/20 Outturn: £8.70m

Peter Gadsdon

Cllr Margaret McLennan

Dehra Norman

Peter Gadsdon

Peter Gadsdon

Comments: Income & Sustainment officers are working hard to mitigate the impact of covid-19 by working to maximise benefits and signposting to financial help for anyone struggling. So far they have limited new average of £1,350 per household and there is a current estimated impact of £200 in language of £1,350 per household and there is a current estimated impact of £200 in language of £1,350 per household and there is a current estimated impact of £200 in language of £1,350 per household and there is a current estimated impact of £200 in language of £1,350 per household and there is a current estimated impact of £200 in language of £1,350 per household and there is a current estimated impact of £200 in language of £1,350 per household and there is a current estimated impact of £200 in language of £1,350 per household and there is a current estimated impact of £200 in language of £1,350 per household and there is a current estimated impact of £200 in language of £1,350 per household and there is a current estimated impact of £200 in language of £1,350 per household and there is a current estimated impact of £200 in language of £1,350 per household and there is a current estimated impact of £200 in language of £1,350 per household and there is a current estimated impact of £200 in language of £1,350 per household and there is a current estimated impact of £200 in language of £1,350 per household and there is a current estimated impact of £200 in language of £1,350 per household and there is a current estimated impact of £200 in language of £1,350 per household and there is a current estimated impact of £200 in language of £1,350 per household and there is a current estimated impact of £200 in language of £1,350 per household and there is a current estimated impact of £200 in language of £1,350 per household and there is a current estimated impact of £200 in language of £1,350 per household and there is a current estimated impact of £200 in language of £1,350 per household and there is a current estimated impact		CWB-HMA003	Comments & Actions	CWB-HIMA006 Comments & Actions	
19/20 Outturn: 98.6%		Current rent collected as a percentage of rent due YTD 95.85% Q2 20-21 Q4 19-20 98.6% Q3 19-20 98.5%	Comments: Income & Sustainment officers are working hard to mitigate the impact of covid-19 by working to maximise benefits and signposting to financial help for anyone struggling. So far they have limited new accounts falling into arrears since the pandemic to 6%. However, the value of arrears on household accounts has increased during this period by around £230 on average per household to an average of £1,350 per household and there is a current estimated impact of £2million in rent loss for the HRA due to Covid-19 which has significantly affected rent collection rates. Additionally 500 accounts that are in receipt of Universal Credit did not show on the monthly collection figures which would have meant collection for September was actually higher than recorded. Actions: From Quarter 3 the service is re-introducing targeted enforcement using the three agreed parameters for evictions at PCG. The re-introduction of serving Notices	Percentage of housing customers satisfied with the repairs service received YTD 87.38% Q2 20-21 20-21 21-20 83.0% Q3 19-20 83.0% Q3 19-20 83.4% Comments: BHM has achieved 87% customer satisfaction year to de satisfaction has been consistently high this year and only dipped be September. There has been a spike in the number of repairs reports. Normally there would be around 450 jobs raised each week, in the jobs have exceeded 600. The completion of jobs is affected by the repair to managed them through and this can have an impact on custome to delays caused by availability. Actions: The service has undertaken a review of negative feedback is an action plan to address trends and process issues, this plan has been consistently high this year and only dipped be September. There has been a spike in the number of repairs reports. Normally there would be around 450 jobs raised each week, in the jobs have exceeded 600. The completion of jobs is affected by the repair to managed them through and this can have an impact on custome to delays caused by availability. Actions: The service has undertaken a review of negative feedback is an action plan to address trends and process issues, this plan has been consistently high this year and only dipped be September. There has been as spike in the number of repairs reports. Normally there would be around 450 jobs raised each week, in the jobs have exceeded 600. The completion of jobs is affected by the repair reports. Normally there would be around 450 jobs raised each week, in the jobs have exceeded 600. The completion of jobs is affected by the repair reports. The completion of jobs is affected by the repair reports. The plan is a total plan and the pl	elow target in ted in September. last three weeks resource available er satisfaction, due in order to devise
Cllr Eleanor Southwood Phil Porter Cllr Eleanor Southwood Phil Porter				3	
DOT DOCUMENT	Cllr E		Phil Porter	Cllr Eleanor Southwood	Phil Porter

R&E-BCO001 Comments & Actions Comments: First Q1 shows a deficit in respect of our quarterly target of £115K. The Income generated by Building Control summary below explains Q2 figures based on the back invoicing for old projects pre 2020/21 to total £426,497.24 Old projects pre 2020/21 based on back invoicing for Q2 these figures below are for £896,655 actual monies received YTD July - £281,831.17 Aug - £53,191.67 Q2 Sept - £91,474.4 £591k 20-21 20-21 Total - £426,497.24

£220k 19-20 Q2 Total income received – £590,622.62 Bigger is better Old project back invoicing - £426,497.24 New income received £164,125.38

Page

Q4

19-20

Target YTD: £795k

19/20 Outturn: £1.85m

Q3

£306k

Clir No ma Tatler Alan Lunt

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Agenda Item 10



Cabinet 7 December 2020

Report from the Assistant Chief Executive

Brent Neighbourhood Community Infrastructure Levy (NCIL) Projects

Wards Affected:	All
Key or Non-Key Decision:	Key
Open or Part/Fully Exempt:	Open
No. of Appendices:	One
No. of Appendices.	Appendix One: Boundary Map
Background Papers:	None
	Kate Lambert, Grants Manager
Contact Officer(s):	Email: kate.lambert@brent.gov.uk
	Tel: 02089371170

1. Purpose of the Report

- 1.1 The Community Infrastructure Levy (CIL) is a charge applied to eligible developments to help fund strategic (borough-wide) and neighbourhood infrastructure related to development. Brent's CIL was formally introduced on 1 July 2013.
- 1.2 The NCIL scheme is a key driver of positive change in the borough within the context of the Brent Borough Plan, 2019-2023. As can be seen within the descriptions of the project proposals included in this report, NCIL projects cut across the five overarching themes of the Borough Plan, both through the broad scope of individual projects and through the diversity of projects funded through NCIL. The five overarching themes in the Borough Plan are: Every opportunity to succeed; A future built for everyone, an economy fit for all; A cleaner, more considerate Brent; A borough where we can all feel safe, secure, happy and healthy; Strong foundations.
- 1.3 This report requests that Cabinet approves the allocation of Neighbourhood CIL (NCIL) funds for 4 community projects from round one of the 2020/21 NCIL programme.

2. Recommendations

- 2.1 To approve the NCIL allocation of:
 - £227,272.30 for Ultra Education CIC It Takes a Village Black Caribbean Boys of Excellence project: Working across families, schools and communities addressing the root cause of the underachievement of Black Caribbean Boys

- £197,561.95 for Asian Women's Resource Centre(AWRC) Revitalise Project: To refurbish the AWRC building in Harlesden so that it is inclusive, accessible, welcoming, safe and comfortable for women, girls and children to access a range of holistic support services offered under one roof
- £197,561.95 Mobs Ventures Ltd / Slenky Powering Change Social, Mobile Engagement and Ethical Al Project: Developing and imbedding a digital programme aimed at engaging young people in new skills and employment that development has brought to the borough.
- £146,698.63 EACH Counselling and Support, Strive Project: A mental health support programme for BME people to recover from the impact of Mental Health, Domestic Violence and Substance Misuse. Providing culturally sensitive Education Training Employment and counselling support
- 2.2 Please note, subsequent to cabinet approving any of these projects, the final stage will be:

The Grants Manager will give further scrutiny on ensuring a deliverable measurable outcome analysis is completed in conjunction with the organisation/Brent Council. This will form part of a signed funding agreement regularly monitored. If the outcomes are not in line with Brent Council priorities and not agreed, the funding offer may be withdrawn.

3. Neighbourhood CIL – Background

- 3.1 Brent's NCIL Programme has been a great success since its launch in 2017. Community groups, residents and stakeholders have been encouraged and supported to submit bids and, to date, over £12m of NCIL funds have been allocated to community infrastructure projects.
- The CIL Regulations 2010 stipulate that at least 15 per cent of CIL receipts generated may be spent on neighbourhood projects, that is, infrastructure or anything else that is concerned with addressing the demands that development places on an area (capped at £100/dwelling each financial year).
- Whilst the legislation does not prescribe a process for how NCIL is allocated, the expectation is that priorities are decided following engagement and consultation with the local community. As a result, Brent is divided into five CIL Neighbourhoods; Kilburn & Kensal, Kingsbury & Kenton, Wembley, Willesden and Harlesden.
- 3.4 Where a Neighbourhood Plan is in place, then up to 25 per cent of CIL collected from liable developments within the Neighbourhood Plan boundary may be spent on neighbourhood priorities. There are two adopted Neighbourhood Plans in Brent, Sudbury Town and Harlesden. A diagram showing the CIL Neighbourhood and Forum boundaries is in **Appendix 1**.

3.5 All shortlisted NCIL projects must be aligned to at least one of the Neighbourhood Priorities identified via consultation (January 2019). A summary of the current NCIL priorities is in **Table 1**:

Table 1 NCIL Priorities

CIL Neighbourhood	Community Space & Cultural facilities	Parks & Green Space	Town Centre & High Streets	Transport & Roads
Harlesden	✓	✓	✓	✓
Kilburn & Kensal	✓	✓	✓	✓
Kingsbury & Kenton	✓	✓	✓	✓
Wembley	✓	✓	✓	✓
Willesden	✓	✓	✓	✓

- 3.6 Applications for NCIL funds are allocated twice a year. The last round closed on 27 September 2020. All projects are assessed on how well they meet the NCIL shortlisting criteria by the NCIL panel, consisting of the Cabinet Member for Regeneration, Properties and Planning; the Head of Planning and Development Services, Planning Transport and Licensing; the Head of Strategy and Partnerships; and a backbench councillor. All projects that meet the shortlisting criteria will receive a provisional offer of funding as long as NCIL funds are available and Brent Council's terms and conditions of grant funding are met. Following shortlisting by the panel, any request for NCIL funds over £100,000 in value must also receive final approval from Brent's Cabinet. This will be followed by agreeing measurable outcomes prior to signed funding agreement.
- 3.7 This specific round was capped at £2,000,000 with a focus on addressing inequalities in the long term and the disproportionate impact of Covid 19.
- 4 projects were shortlisted by the panel during September to November 2020 that were greater than £100,000 in value and requiring approval by cabinet.
- 3.9 The shortlisting criteria for all NCIL projects are as follows:
 - Meets the terms of the CIL Regulations (2010) as amended
 - Evidences community backing
 - Addresses the demands that development places on an area
 - Reflects the strategic priorities of the Council & CIL Neighbourhood
 - A one-off scheme that does not require additional revenue funding in its delivery or its operation (or identifies how additional revenue funding may be met)
 - Benefits a diverse Brent community
 - Offers value for money
- 3.10 The 4 projects that Cabinet are asked to consider were submitted by
 - 1. Ultra Education CIC
 - 2. Asian Women's Resource Centre
 - 3. Mobs Ventures Ltd / Slenky

4. EACH Counselling and Support

One of these projects, Asian Women resource Centre, is to improve community facilities in Brent. The creation and improvement of community facilities will help address the demands that development places on local communities.

4. Ultra Education – It takes a Village

- 4.1 Ultra Education sought funds to use entrepreneurship as a vehicle to increase the life chances and close the gaps in educational attainment and achievement of Black Caribbean Boys in Brent; positively tackling the disproportionate educational outcomes by bringing about a transformation in their school, community and home.
- 4.2 The 'It Takes a Village programme' will provide:
 - Improved education, training, employment, and professional development within the community
 - Improved supported learning at home
 - Increased parent participation
 - Increased understanding of complex trauma within both the School and African Caribbean communities
 - Increased long term educational attainment and achievement through improving independent learning
- 4.3 The Project meets the CIL regulations by ensuring that regeneration has a positive impact on local communities who are not skilled to or do not have the voice to take advantage of opportunities in their environment e.g. jobs, volunteering and training. This project challenges these low expectations by strengthening the communities' voice, improving Black Caribbean Boys attainment and skills and establishing a legacy of achievement and excellence that will be built on in following generations of young people achieving a permanent approach to address the demands of development across Brent. The project is for 18 months with a plan to sustain this project longer term with alternative funding.
- 4.4 The Project will be delivered across the Borough of Brent with community support for the project based on cross borough organisations representing the target groups.
- 4.5 Ultra Education are registered on Companies house as a Community Interest Company (CIC) in Primary Education.
- 4.6 A summary of the provisional milestones for implementing these proposals is in **Table 2**.

Programme Milestones	Estimated Completion Date
3 appreciative inquiry/cultural transformation workshops – Parent, schools and community	January – April 21
3 key surveys to identify the required changes and align children, schools, parents and community to a commitment to	January –April 21

the changes of behaviour required	
6 Quarterly Project Advisory Group (PAG) meetings	February 21 –July 22
3 Village Meetings across 18 months	February 21 – July 22
A mixture of primary (KS2) and secondary (year 7)	February 21 – July
schools engaged across the borough over 18 months	22
5,000 hrs of entrepreneurial workshops	
delivered across weekly sessions of 1.5 hrs run during 18	February 21 – July
months with 300 children. 4 x School	22
insets run across 18 months.	

4.7 The total project cost has been calculated as £308,405 of which £227,272.30 is the total NCIL contribution. Match funding is from in kind donations and Ultra Education.

5. Women Asian Resource Centre - Revitalise

5.1 Women Asian Resource Centre (AWRC) sought funds to refurbish the AWRC building in Harlesden so that it is inclusive, accessible, welcoming, safe and comfortable for women, girls and children to access a range of holistic support services offered under one roof.

5.2 The project will

- Renovate outside of the building, rendering of the brickwork at the front and sides.
- Renovate ground floor to improve ventilation and improve wheelchair accessibility.
- Renovate first floor to improve facilities for varied use of activities e.g. cooking, yoga, workshops
- 5.3 The project meets the CIL regulations by improving facilities of a cultural hub in the community for women experiencing or have experienced abuse.
- The community support has been provided by a survey completed about the project proposal and capturing over 100 residents supporting the proposal primarily from Harlesden however the project will support borough wide.
- 5.5 Asian Women Resource Centre is a registered charity that provides holistic support services to BAME women and children and prioritises work on issues around violence against women.
- 5.6 A summary of the provisional milestones for implementing these proposals is in **Table 3.**

Programme Milestones	Estimated Completion Date C
Works will begin on the outside of the building, the ground floor and first floors.	January 21
Rendering of the brickwork outside the building, Toilet for women with disabilities	January – June 21

Renovating inside space	
Improving the garden space at the back	
Open new building	July 21
Continue delivery of AWRC support services	July 21

5.7 The total project cost has been calculated at £200,000, of which £197,561.95 is the NCIL contribution.

6 Mobs Ventures Ltd / Slenky

- 6.1 Mobs Ventures Slenky sought funds to develop and implement a digital programme in Brent that connects 13 24 year olds with Shots (opportunities) related to their passions and interests. Shots are centralised on a content platform and distributed/targeted as social content. Future engagement is digital. Slenky digitally empowers young people, making organisations and opportunities digitally and socially accessible to all.
 - The project will deliver for young people in Brent, including students in Brent schools
 - Free technology to search for/be notified of opportunities
 - Improved long-term employment and economic prospects
 - Improved early understanding of their Passions, interests and skills
 - Improved early understanding of the relationship between their passions and different sectors
 - Improved engagement with new and traditional sectors
 - Improved early awareness of 'firewalled' and out of reach sectors
 - Presented with higher earning sectors and skills at an earlier age
 - Feel empowered to independently explore and secure opportunities
 - Have increased access to non-employment opportunities e.g. cultural, well-being, sport
 - Have access to digital work experience and digital employment opportunities within the Slenky team
 - 6.3 The project meets the CIL regulations by developing a sustainable digital programme that will support the engagement of young people within the new businesses and work opportunities within the growing commercial and residential developments in Brent.
 - The community support provided is a number of letters from key cross borough organisations working with young people.
 - 6.5 Mobs Venture is registered on Companies house as a private limited company
 - A summary of the provisional milestones for implementing these proposals is in **Table 4**.

Programme Milestones	Estimated Completion Date
Grow Brent-registered user base from 1200 to 5000	February 21
Year-on-year user base growth via innovation, increased quality of Shots and working with Brent to support schools' early careers services with free technology	Ongoing
500+ new opportunities accessible in Brent	March 21
Technology donations to 50+ Young Brent Foundation member organisations and 10 Brent schools donated technology	February 21
Technology donated to 5 + (qualifying) Brent-based start- ups donated	February 22
30 + Brent suppliers engaged as Shot providers (working with Brent)	February 21
5000 + app distribution across all wards	February 21
2000+ young people access opportunities from FA and Community Organisations strategy	February 22
Tech donated to 5 + (qualifying) Brent-based start-ups donated	February 21
Al driven content delivery	February 22
Tech donated to 5 + (qualifying) Brent-based start-ups donated	February 22

6.7 The total project cost has been calculated at £394,075 of which £197,561.95 is the total NCIL contribution. Match funding is contributed from SLENKY.

7 EACH Counselling and Support - STRIVE

- 7.1 The EACH counselling sought funds for running and staffing costs to deliver the STRIVE, Mental Health Support Programme over one year.
- The project will provide: Culturally sensitive based Employment Training and Education (ETE) and Mental Health (MH) counselling support for 150 vulnerable BMEs aged 18+ who need specialist support to identify, achieve and maintain their ETE goals and manage their MH Aims, reduce the impact of overall inequalities faced by BMEs in recovery from Domestic Violence, MH, or Substance Misuse so they achieve their ETE goals and maximise every opportunity to succeed.
- 7.3 The Project meets the CIL regulations by meeting the significantly increasing and diverse population needs e.g. increased need and demand for specialist support will rise in line with population growth. STRIVE will provide support to people living in the allocated social housing in new developments. Both short and long-term residents living in deprivation and or financial hardship will benefit from the service and have every opportunity to success along with their counterparts living in commercial and private allocated housing in the same developments. Strive will addresses barriers to employment by providing

- clients with flexible support across the 4 CIL neighbourhoods in a range of community languages.
- 7.4 The community support for the project is a number of local resident signatures supporting the project primarily from Harlesden however, project will work across borough.
- 7.5 EACH Counselling and support is a registered charity whose principal activities are to facilitate and sustain positive changes in the lives of individuals, families and communities affected by problems arising from alcohol & drug misuse, domestic violence & related mental health concerns, by offering treatment services that are responsive high quality and provide effective & integrated interventions.
- 7.6 A summary of the provisional milestones for implementing these proposals is in **Table 5**.

Programme Milestones	Estimated Completion Date C
Programme development Set up referral pathways with at least 12 community providers across wards Develop 1-2-1 and group programmes for counselling Recruit train and induct 3 volunteer counsellors with relevant community languages.	February 21
3 x 16 week blocks Delivering a total of: •1920 1-2-1 personalised ETE support sessions •144 Group ETE activities •90 clinical assessments •1350 1-2-1 counselling sessions •144 therapeutic groups (comprising of 96 open groups, and 48 closed sessions)	February 21 to January 22
Block 1	February – May 21
Block 2	June - September 21
Block 3	October 21 - January 22

7.7 The total project cost has been calculated at £157,339 of which £146,698.63 is the NCIL contribution. Match funding is from EACH.

8 Financial Implications

8.1 The value of CIL funds available to fund neighbourhood projects is dependent on the number and value of CIL liable developments in each CIL Neighbourhood. As of 1 March 2020, approximately £7.6m was available to fund NCIL projects. This round was capped at £2m as it is specifically for projects addressing inequalities and the disproportionate impact of Covid 19. Cabinet is asked to approve the use of £769,094.83 to fund 4 NCIL Projects

- over £100,000. Another 19 projects were awarded below the value of £100,000 totalling £1,230,905.17.
- 8.2 6 projects are addressing early intervention with children, young people and families to the value of £405,954
 - 1 project is supporting the black community and voluntary sector grant funding and procurement to the value of £85,995
 - 2 projects are supporting embedding equalities to the value of £95,390
 - 3 projects are providing support for employment and enterprise to the value of £219.503
 - 2 projects are tackling health inequalities to the value of £167,206
 - 3 projects are addressing the Impact of COVID19 to the value of £148,537
 - 2 projects are addressing wider inequalities to the value of £113,359
- 8.3 Each project will be required to sign a funding agreement to confirm project milestones, deliverables and outcomes with payment instalments. The Council's Grants Team will conduct regular project monitoring.

9 Legal Implications

- 9.1 The Planning Act 2008, and CIL Regulations 2010, provide for local authorities to apply the CIL to infrastructure to support development. The Neighbourhood element may be used to fund the provision, improvement, replacement, operation or maintenance of infrastructure, or anything else that is concerned with addressing the demands that development places on an area (Reg. 59F).
- 9.2 CIL spend is governed by Part 7 of the CIL Regulations. For any financial year in which CIL, receipts are received, a report outlining receipts and expenditure must be prepared and published on the council's website. (Reg. 62).
- 9.3 Government Guidance (2014, as amended) states that the Council must engage the community where development has taken place and accordingly, agree with them how best to spend the funding. The use of neighbourhood funds should match the priorities expressed by the local communities.

10 Equality Implications

- 10.1 In compliance with the Equality Act 2010 and the Public Sector Equality Duty (PSED), the Council must, in the exercise of its functions, have "due regard" to the need to:
 - Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
 - Advance equality of opportunity between people who share a protected characteristic and those who do not.
 - Foster good relations between people who share a protected characteristic and those who do not.
- The duty covers the following nine protected characteristics: age, disability, gender reassignment, marriage & civil partnership, pregnancy & maternity, race, religion or belief, sex and sexual orientation.

- 10.3 An Equality Analysis (EA) of the NCIL programme was completed in December 2018. The overall assessment is that Brent's NCIL programme has a positive impact in terms of promoting equality. Each project also completes an initial screening of the likely impact of their plans on the protected characteristics.
- The increase in high quality community facilities in the borough is likely to have a positive impact on all protected characteristics, however each of the projects will be asked to provide confirmed milestones for the refurbishment including a plan for how to manage any potentially negative impacts on particular characteristics whilst refurbishment work is taking place.
- 10.5 Project funding agreements and monitoring schedule will cover all impacts on protected characteristics for individual projects and ways to address if relevant.

11 Consultation with Ward Members and Stakeholders

The Cabinet Member for Regeneration, Properties and Planning is a member of the NCIL shortlisting panel, and has been consulted throughout the process. Letters of support from stakeholders (including ward members) were also received with the NCIL applications.

12 Human Resources / Property Implications (if appropriate)

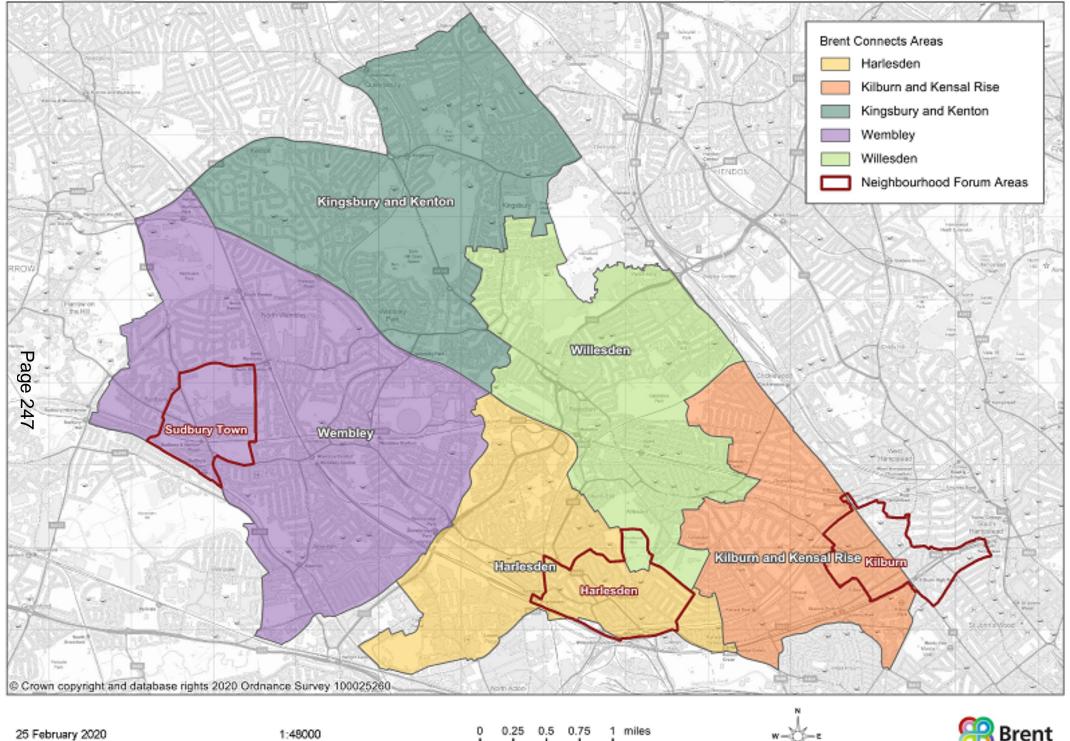
There are no Human Resources implications for Brent.

13 Appendices

Appendix 1 - Brent CIL Neighbourhood Boundaries

Report sign off:

SHAZIA HUSSAIN
Assistant Chief Executive







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Agenda Item 11



Cabinet

7th December 2020

Report from the Strategic Director of Community Wellbeing

Housing Integrated Asset Management Strategy (2020 – 2025)

Wards Affected:	All			
Key or Non-Key Decision:	Non-Key Decision			
Open or Part/Fully Exempt:	Open			
Background Papers	None			
	Three			
	Appendix 1 – Housing Asset Management			
No. of Appendices:	Strategy			
	Appendix 2 – Consultation feedback summary			
	Appendix 3 – 2 year Stock Investment plan 2020/2			
	Hakeem Osinaike			
Contact Officer(s):	Operational Director of Housing			
. ,	hakeem.osinaike@brent.gov.uk			
	020 8937 2023			

1.0 Purpose of the Report

- 1.1 The Housing Asset Management Strategy sets out our vision for responsive repairs, stock investment, reform and improvement of the stock and its performance. The strategy will cover a five and ten year period from 2020 within the context of a 30-year HRA business plan.
- 1.2 This report sets out a summary of the work that has been undertaken to inform the strategy, including in more detail the feedback gained as part of the consultation period between 24 June 19 August 2020.

2.0 Recommendations

- 2.1 That Cabinet note the consultation feedback summary attached in appendix 2.
- 2.2 That Cabinet approve the Asset Management Strategy in appendix 1.

3.0 Introduction

- 3.1 Within the context of Brent Council's housing stock, strategic asset management covers the range of activities we need to undertake to ensure optimum use of housing and other land and property assets and to maximise their contribution to meeting the current and future needs and expectations of our residents, our financial planning, climate change and compliance with "Building Safer Futures".
- 3.2 The Housing Asset Management Strategy's scope will encompass stock investment and reform and improvement of the stock and its performance. The strategy will focus on the first five years, but within the context of a 30-year HRA business plan.
- 3.3 The strategy aligns with the Council's strategic objectives and will need to be reviewed and adapted in response to changes in the internal and external environment including revised priorities, the performance of the HRA business plan and wider housing and government policy changes and their impact.
- In similarity with other social landlords, Brent Council has finite funds to spend on managing assets and therefore the strategy is fundamental in ensuring that our stock is efficiently and effectively maintained to ensure long-term viability and value for money. The strategy aims to set a clear vision for our staff, contractors and residents and to articulate the programmes and actions that we need to undertake to achieve that vision.
- 3.5 Following the publication of this strategy, future work will need to be undertaken to ensure residents are effectively involved in informing the prioritisation of work and setting of indicative budgets over the coming years. This will ensure that where the inevitable choices need to be made around funding of work streams, there is a strong resident voice.

4.0 Background

- 4.1 Development of the new Asset Management Strategy began towards the end of 2019. A number of key pieces of work were carried out in order to ensure that the commitments being proposed within it had been appropriately and robustly informed. The strategy and its commitments were informed by a combination of:
 - Tenant and leaseholder engagement and feedback (E.g. STAR 2018)
 - Results of transactional satisfaction surveys following receiving of a service:
 - A stock condition survey of the properties managed by the service;
 - Data on needs across the borough, including housing need (e.g. JSNA);
 and
 - A desktop horizon-scanning exercise to identify national and regional influences across the sector (e.g. 'Building Safer Futures' requirements).

- 4.2 Key findings and headline figures from these were presented in the previous report prior to the consultation, and are included as part of the context in the final strategy document (See Appendix 1).
- 4.2 The Asset Management Strategy in its initial draft form was taken to CMT on 14 May 2020 and Leader's Briefing on 26 May 2020, where it received approval to go out to statutory consultation. The output of this consultation is summarised in section 5.0 of this report, with a more detailed breakdown in Appendix 2.

5.0 Strategy Consultation Feedback

- 5.1 An 8-week consultation took place (24 June 19 August) following the initial drafting of the strategy and approval at PCG, which allowed further feedback from all key stakeholders and gave a steer as to whether the commitments proposed were the right ones. Throughout the 8-week consultation period, the consultation portal was open for feedback. A number of key stakeholder groups were engaged with, as set out below.
- 5.2 A total of 53 people responded to the customer portal consultation, the majority of which were Brent Housing Tenants or Leaseholders. There were also responses from other Brent residents and from local voluntary sector organisations. Brent employees were asked to respond to the portal if they had particular interest in the strategy and were unable to attend any staff-specific consultation activities.
- 5.3 Due to the nature of this consultation, focused on strategic and in some cases longer-term aims, it can be difficult to encourage resident engagement on the portal. For example, the Council budget consultation in December 2019 received 84 responses and the NCIL (Neighbourhood Community Infrastructure Levy) received 249. However, both of these were for an affected population of the whole borough (approx. 350k) and were also pre-COVID pandemic. If you consider the response rate as a percentage of the population affected, the budget was 0.024% response rate and NCIL was 0.071%. In comparison, the response rate for the Asset Management Strategy works out to 0.44% of the affected population (Brent tenants and leaseholders).
- 5.4 It is therefore important with this strategy that the resident engagement and feedback that was used to inform the development of it (the most recent STAR survey and the more focused major works survey carried out in 2019 for example) is strongly acknowledged, as these include feedback from a much wider group of Brent tenants and leaseholders. Key findings from these were set out in the previous report and have been incorporated throughout the final strategy document.
- 5.5 As we go forward with delivering individual projects within the strategy, we anticipate deeper engagement with tenants and leaseholders. This will be a more meaningful engagement, as it will relate to their immediate environment or home and through it, they will be able to assist in shaping what we deliver.

Residents

- 5.6 The Asset Management Strategy consultation was shared across Brent Housing social media twice weekly, targeting Twitter and Facebook Groups that include Brent tenants and leaseholders. A link to the consultation was also directly shared with TMO groups and residents forming the Customer Experience Panel. Brent Housing staff were also encouraged to promote the consultation as part of day-to-day interaction with residents, and a link to the portal was also added to property services staff email signatures.
- 5.7 General feedback to the proposed commitments was positive (see appendix 2 and commitment summary below), some further themes that came out of qualitative feedback received as part of the portal consultation were as follows:
 - A need for improved communication, engagement and transparency (a key element of commitment 6);
 - A focus on staff empathy (now incorporated into commitment 6); and
 - Resident accountability e.g. being bolder around using measures to tackle behaviour that causes damage to properties (commitment 6 recharges policy).

Staff and key contractor partners

- 5.8 We held several digital focus group sessions across Council staff groups and contractor partners who will play a key role in the delivery of the strategy. In total 9 sessions were held with staff from a number of teams across the housing service (including Property Services, Housing and Neighbourhoods, the Homelessness Service and Supply and Partnerships), as well as Finance and the corporate Environmental Strategy team. A session was also held with Wates as our key partner in delivering repairs, maintenance and asset management services.
- 5.9 Feedback throughout these sessions was positive and there was strong support for the commitments being proposed. The majority of discussion in these sessions focused on ensuring strong staff awareness and understanding of the issues being addressed as part of the strategy. Discussion also focused on what the delivery of the commitments (and proposed actions that sit within them) will look like operationally and what resources will be required from the teams involved. All feedback and suggested considerations regarding operational delivery was collated and will be used to inform a detailed action plan.

Elected Members

5.10 A Member Learning and Development session was held on 17 August. The key focus of this session was to develop understanding of the key issues being addressed as part of the strategy and to go through the key data that was being used to inform it.

5.11 Feedback on the commitments and proposed actions within them was positive and it was agreed that all relevant key strategic priorities were being addressed.

General response to commitments

- 5.12 Feedback on the strategy received throughout the consultation period was consistently positive. Below are the headline figures related to agreement with each key commitment. A more detailed breakdown is available in Appendix 2.
- 5.13 Commitment 1 we have a good understanding of the condition of our housing stock and use this knowledge to target work, providing and maintaining quality, safe homes for our residents.
 89% of those responding to the consultation agreed that this should be a priority for the housing service and feedback from focus groups and members was positive. Respondents highlighted the importance of developing a clear understanding of what work is required and when in order to effectively and efficiently target works as part of the planned works programme.
- 5.14 **Commitment 2** the homes we manage are fully compliant with all fire regulations and as a service we take a proactive approach to delivering fire safety works, and providing peace of mind for our residents.
 - 94% of those responding to the consultation agreed that this should be a priority for the housing service and feedback from members and focus groups was also strongly supportive. Respondents highlighted the importance of developing and promoting clear evacuation plans for residents in tower blocks, ensuring additional measures are in place to support the safe evacuation of vulnerable residents in the event of a fire.
- 5.15 **Commitment 3** the work we do is informed by resident priorities and feedback, and we use what residents tell us about their experience to provide homes and estates where residents feel proud to live.
 - 96% of those responding to the consultation agreed that this should be a priority for the housing service and feedback from members and focus groups was also positive. Respondents highlighted the importance of a programme of estate improvements that include localised engagement to address specific estate-based issues.
- 5.16 **Commitment 4** the homes we manage are efficiently managed and opportunities to create greater economic and social value are recognised.
 - 83% of those responding to the consultation agreed that this should be a priority for the housing service and feedback from the focus groups and members was also supportive. Respondents highlighted the importance of developing a decision making process so we can make informed decisions around repurposing of properties (e.g. loft conversions etc.) to better meet housing need.

5.17 **Commitment 5** – The homes we manage are energy efficient and the services we provide are mindful of environmental impact.

85% of those responding to the consultation agreed that this should be a priority for the housing service and the feedback from members and focus groups was also positive. Respondents highlighted the importance of identifying the most appropriate heating systems and holistic energy efficiency upgrades for properties over the lifetime of this strategy as well as complying with Heat Metering and Billing regulations.

5.18 **Commitment 6** – we provide a quality repairs service that is accessible and accountable to our residents.

91% of those responding to the consultation agreed that this should be a priority for the housing service and feedback from members and focus groups was also strongly supportive. Respondents highlighted the importance of improving how we communicate with residents about work in their home, ensuring clarity and that expectations are managed.

6.0 Action planning and financial modelling

- 6.1 We have a good understanding of the condition and fire safety requirements of our stock. This knowledge has been used to develop the strategic commitments and to target work to improve homes and safety for our residents.
- 6.2 With approval of the final strategy at Cabinet, we will develop the arrangements for its implementation including constituent delivery programmes and a performance management framework to assure its delivery. This will include the requirements of "Building Safer Futures" and retrofitting properties to mitigate the Climate Change Emergency.
- 6.3 The key to improving energy efficiency of homes is via the external envelope and internal air-tightness. These improvements pose challenges both in terms of cost and logistics. Different strategies will be required for different property types, in particular street properties will require different techniques to tower blocks, and each type has opportunities and barriers. The research, design and procurement required to deliver this process will be a key part of articulating the projects and actions we need to include in the first five years of the asset management strategy.
- 6.4 The delivery of these programmes will require additional staffing, consultancy support and contractor supply chain, to be in place and be at a sustainable level to support the development and delivery of programmes. In addition, there is likely to be increased activity and demand on other areas of the Council, such as finance, legal and procurement.
- 6.5 Whilst this development work is in progress, there is a 2-year capital delivery programme and financial plan in place (attached at appx 3) to meet the requirements of the strategy. Over this first period of the strategy, the main

- focus of our spend is on the high rise major refurbishment programme and completing the low-rise fire safety programme this year.
- 6.6 A separate paper detailing an action and resource plan will be developed to implement the delivery of the strategy over the medium term, complete with resultant programmes and financial profiles, and it will be brought to CMT in March 2021 for consideration.

7.0 Key New and Ongoing Projects

- 7.1 Climate Change Emergency
- 7.2 Energy used to heat and power housing is responsible for 43% of all territorial carbon emissions in the borough. A significant proportion of carbon emissions are a result of inefficient, existing housing stock, with the 2015 JSNA (Joint Strategic Needs Assessment) data showing that almost 12% of Brent residents are thought to be affected by fuel poverty.
- 7.3 London Councils' Transport and Environment Committee (TEC) and the London Environment Directors' Network (LEDNet) have agreed a Joint Statement on Climate Change, which includes a commitment to aim to achieve an average level of Energy Performance Certificate rating (EPC) of Band B on all domestic buildings through retrofit.
- 7.4 The Brent Poverty Commission recommended that the Council considers ways of increasing energy efficiency in homes, to address fuel poverty and the health and equality issues associated with it. This strategy will be at the core of addressing this issue for Council owned residential properties by exploring and delivering options for the provision of warm homes in the most efficient ways possible.
- 7.5 Design and installation of a pilot domestic retrofit exemplar scheme in 2020/1.
- 7.6 To understand what it means to invest in and achieve an average of EPC B by retrofitting homes, we are currently developing a typology of our stock in order to classify the energy needs of each architype. In advance of completing this work we have chosen the typical arrangement of two flats in our converted Edwardian stock to work on in more detail. This property type is likely to be one of the more challenging to achieve technically when combined with the complexities of disruption to residents and the high number of leaseholders living in adjacent homes.
- 7.7 We are currently designing and figuring out what to do in these flats and considering the different options/solutions that may be appropriate for the property type and resident use. From this, we will work out the costs and implications of retrofitting each option and the likely cost in-use for our residents and Brent.
- 7.8 The following core solutions will be applied to each option:
- Comprehensive external and internal insulation

- Property airtightness
- Ventilation system with heat recovery
- Double and triple glazing
- Removal of gas as a source of fuel
- Electrical heating
- Electrical cooking
- LED lighting
- Shower-rooms instead of bathrooms
- Smart house technology for controlling systems and for monitoring heating and humidity and to facilitate resident's effective management of the property.
- 7.9 The following solutions will be considered as an option to support the core:
- Photo-voltaic electricity generation
- Direct heating and hot water
- Air source heating and hot water
- Solar-thermal hot water
- Night storage heating and Economy 7 and 10
- 7.10 A 2KW daily heating requirement challenge has been set to the design team. This is based on using 2KW of electricity over an 8 hour period to comfortably heat an average size dwelling. The design will be addressed by u-value calculation of the existing and proposed building fabric changes and heatlosses in each room.
- 7.11 The proposals and designs will be presented to the Climate Change team at the end of October 2020. It is intended that at least one of the options (there is currently budget in place to carry out one option in this financial year) will then be retrofitted to a void property and a tenant moved in.
- 7.12 "Building Safer Futures"
- 7.13 The Government's "Building Safer Futures" initiative, which includes the Building Safety Bill, is the most comprehensive building safety reform in 40 years. In addition to setting out significant requirements for building owners, it also includes a new Building Safety Regulator and sanctions for building owners that do not comply with the new rules.
- 7.14 The new bill will introduce the concept of duty holders who have clear responsibilities throughout a building's design, construction and occupation and give residents a stronger voice in the system to ensure their concerns are never ignored.
- 7.15 The new Building Safety Regulator will be responsible for implementing more stringent regulatory framework, which will include being able to enforce sanctions on poorly performing building owners.
- 7.16 Building owners will also be required to register their building for a building assurance certificate with the regulator. These certificates will be needed for

- new and existing buildings and will be issued when the regulator is happy that a building owner is complying with new statutory obligations.
- 7.17 These new enforcement powers include issuing compliance notices for buildings that have been found not to meet regulations, with the regulator able to set a specific date for the improvements to take place. It will also have the option of stop notices, which will require work to be stopped if serious non-compliance is found during the construction or refurbishment phase of a building's life-cycle.
- 7.18 One such requirement is for the building owner to appoint a Building Safety Manager, who will support on the day-to-day management of safety risks on any building.
- 7.19 "Building Safer Futures" introduces additional complexity and cost for the Council in regards to the management of its Housing property and residents.
- 7.20 South Kilburn Estate
- 7.21 The blocks identified for demolition require maintenance to ensure they remain safe in occupation and that residents do not feel the Council has no interest in them or their homes. The majority of the blocks have not received any significant capital investment for many years. A number of blocks have problems with fabric damage, which in some instances is allowing water to penetrate the block causing dampness and damage to the block.
- 7.22 We will focus on addressing the condition and fire safety of the blocks proportionately to length of their projected lifespan in relation to the demolition programme.
- 7.23 Additional pressure may arise as a consequence of the impending "Building Safer Futures" legislation and implications.
- 7.24 Kilburn Square Tower Block
- 7.25 This will be the first tower block to receive a major refurbishment and will be used to pilot high performance energy efficiency measures. The block will need to integrate seamlessly into the new estate regeneration and as such the block fabric design and colour will be carefully chosen. The future heating system for the regenerated and additional estate will be retrofitted to the tower block and existing low-rise blocks so that the entire new estate is provided heating from one communal source.
- 7.26 The challenge for this block is to refine the specification so that it performs as well as modern buildings. Whilst the cost of the works is significant, it will mean that the building has a long extended life, is aesthetically pleasing, is warm and comfortable to live in and rises in value.

8.0 Financial Implications

- 8.1 The Housing Revenue Account (HRA) budget for major works programme gained Cabinet approval in February 2020 for £34m, covering financial years 20/21 and 21/22. The two-year stock investment plan appendix supplementing this report, requires a budget of £40m, therefore a further £6m budget approval from Cabinet will be sought for 21/22, to undertake fire safety works.
- 8.2 The additional £6m budget requirement in 20/21 will require borrowing. An estimated 2% borrowing rate will result in additional £0.12m interest expense. The additional budget pressure will require identification of savings from services.
- 8.3 Future capital investment decisions derived from Asset Management Strategy will need to be made in the context of affordability in the HRA Business Plan. It is envisaged that significant investment identified in the Asset Management Strategy will require remodelling of the Business Plan to ensure that the cumulative financial impact of investment is sustainable over the long term, so that HRA does not face a budget deficit over the next 30 years.
- 8.4 Additional duties identified by Governments Building Safer Futures Initiative, along with resource requirements to implement Asset Management Strategy, are to be funded within existing resources in the HRA.
- 8.5 Delays to South Kilburn Estate decanting plan could result in the risk of unbudgeted cost pressures to undertake major works. Further work will be required to estimate costings.

9.0 Legal Implications

- 9.1 Under section 74 of the Local Government and Housing Act 1989 ("the 1989 Act"), the Council is required to keep a separate Housing Revenue Account (HRA) of sums falling to be credited or debited in respect of its housing stock. Sections 75 and 76 of the 1989 Act set out the rules for establishing and maintaining that account. 9.2 Under section 11 of the Landlord and Tenant Act 1985, the Council as the landlord has a duty to keep in repair and proper working order the structure and the exterior of the residential properties it owns as well as certain installations for the supply of water, gas and electricity. Failure to comply with this duty leaves the Council to be liable to legal action from its tenants for being in breach of the tenancy agreement in relation to housing disrepair.
- 9.3 Section 1 of the Homes (Fitness for Human Habitation) Act 2018 (H(FHH)A 2018) amends the landlord and Tenant Act 1985, inserting section 9A which implies a covenant on the part of the council as landlord which is let wholly or mainly for human habitation, that rented dwellings must be fit for occupation at the beginning and throughout the tenancy. This term adds to landlords' repairing obligations implied into tenancy agreements by s11LTA 85. The key question when determining unfitness for human habitation is whether a property is 'not reasonably suitable for occupation in that condition' because of one or more of the following factors: repairs; freedom from damp; internal

- arrangement; natural lighting; ventilation; water supply; drainage and sanitary conditions; stability; facilities for preparation and cooking of food and for the disposal of waste water; any 'prescribed hazard' this is defined as any matter or circumstance amounting to a category 1 or 2 hazard under the Housing Health and safety rating system (HHSRS)
- Tenants can also take legal action in relation to housing disrepair against their landlords by issuing proceedings in the Magistrates Court where the premises are in such a state as to be prejudicial to health or a nuisance as set out in section 79 of the Environmental Protection Act 1980. 'Prejudicial to health' is defined as '... injurious, or likely to cause injury, to health'. Regulator of Social Housing has set out standards which registered providers of social housing must meet. The Home Standard which was set by the Regulator of Social Housing deals with guality of accommodation and repairs In relation to quality of accommodation, the Home and maintenance. 9.6 Standard states that registered providers of social housing, which includes local authorities, should do the following: (a) ensure that tenants' homes meet the standard set out in section five of the Government's Decent Homes Guidance and continue to maintain their homes to at least this standard; (b) meet the standards of design and quality that applied when the home was built, and were required as a condition of publicly funded financial assistance, if these standards are higher than the Decent Homes Standard; and (c) in agreeing a local offer, ensure that it is set at a level not less than these standards and have regard to section six of the Government's Decent Homes Guidance. In relation to repairs and maintenance, the Home Standard states that registered providers of social housing, which includes local authorities, should do the following: (a) provide a cost-effective repairs and maintenance service to homes and communal areas that responds to the needs of, and offers choices to, tenants, and has the objective of completing repairs and improvements right first time; and (b) meet all applicable statutory requirements that provide for the health and safety of the occupants in their 9.8 Under section 105 of the Housing Act 1985, the Council as a local authority landlord has a duty to consult with those of its secure tenants who are likely to be substantially affected by matters of housing management, which includes the management, maintenance and improvement of dwelling houses let by the Council under secure tenancies and the provision of services in connection with such dwelling houses. The consultation requirements under section 105 of the Housing Act 1985 must enable the secure tenants likely to be affected by changes in relation to housing management as mentioned above to be informed of the Council's proposals and to make their views known to the Council within a specified period.
- 9.9 Section 151 of the Commonhold and Leasehold Reform Act 2002 (hereafter referred to as "s151", which replaced the previous consultation procedure in section 20 of the Landlord and Tenant Act 1985, though the old title 'section 20' is still used) sets out the requirements for consulting leaseholders. Under the provisions of s151, Landlords must consult leaseholders before carrying out qualifying work or entering into a long-term agreement for providing services. The Council must consult residential leaseholders: a) if qualifying works are to be undertaken at the Property. In a property where not all leaseholders pay the same service charges, qualifying work is any work which would result in a charge of more than £250.00 (inc VAT) to any one leaseholder; or b) if the

Council plans to enter into a qualifying long-term agreement. In a property where not all leaseholders pay the same service charges, a qualifying long term agreement is an agreement which the landlord enters into with an independent organisation or contractor which is to last for a period of more than 12 months and which would give rise to annual charges of £100.00 (inc VAT) or more to any one leaseholder.

- 9.10 The consultation rules for qualifying works and the procedures which Landlords are required to follow are set out in Schedules 3 and 4 of the Service Charges (Consultation Requirements) (England) Regulations 2003 ("the 2003 service charge regulations"). The consultation rules for qualifying long-term agreements are set out in Schedule 1 and Schedule 2 of the 2003 service charge regulations. If the landlord does not consult leaseholders as required by Section 151 recovering service charge costs from leaseholders will be limited to an amount of:
 - a) no more than £250.00 per leaseholder in case of any qualifying works; and to
 - **b)** no more than £100.00 per leaseholder per year in the case of any qualifying long term agreements.

10.0 Equality Implications

- 10.1 Officers advise that the Asset Management Strategy will not have any adverse impacts on those persons with protected characteristics as set out in section 149 of the Equality Act 2010 in accordance with the public sector equality duty.
- 11.0 Any Other Implications (HR, Property, Environmental Sustainability where necessary)
- 11.1 The Asset Management Strategy includes a number of targets, studies and commitments that are aligned to the Council's climate emergency goals.
- 11.2 It is essential that the Strategy is reviewed on an annual basis so that we can incorporate the learning from studies and pilot programmes and capitalise on any new technologies and external funding arrangements.

Report sign off:

Phil Porter

Strategic Director of Community Wellbeing

LONDON BOROUGH OF BRENT

Housing Asset Management Strategy [2020-2025]

Introduction

At Brent, our housing service is committed to providing homes that meet the needs of existing and future residents, ensuring that we maximise the benefits of our housing stock.

The social housing sector as a whole is currently facing a number of key economic, political, social and environmental challenges. In Brent, we view it as vital that we take the opportunity to shape the future of asset management with these challenges in mind, whilst also fostering positive relationships with residents, building trust, accountability and new collaborative approaches.

Through effective management of our housing stock, we can provide homes and neighbourhoods that are safe and enjoyable to live in and visit, whilst also ensuring long-term viability and value for money.

This strategy introduces six outcome-based commitments. These commitments set out how we intend to build upon our existing services to not only ensure that the homes we manage are safe and well maintained, but that we also provide efficient services that put resident priorities at the heart of decision making.

Vision

This strategy supports the council's Borough Plan of 'Building a Better Brent' (2019 – 2023) and works alongside other strategies across the housing service to:

- Support residents in taking every opportunity to succeed
- Work towards a future built for everyone and an economy fit for all
- Deliver a cleaner, more considerate Brent
- Build a borough where people can feel safe, secure, happy and healthy
- Build strong foundations for the future.

National and Local Context

Repairs, maintenance and asset management sit at the centre of the work carried out by any housing service, but with the increasing financial pressures, shifting policy landscape and the evolving expectations of residents it is becoming more and more challenging to balance the delivery of effective and efficient services that meet the changing needs of residents.

In Brent, the health and safety of our residents is our priority. The impact that living in poor condition properties can have has been well researched, and legislation such as the Homes (Fitness for Human Habitation) Act 2018 recognise the importance of ensuring health and safety regulations are met and that homes are effectively maintained.

The importance of repairs

Residents often highlight the management of repairs as the most important part of a housing service, and this was evident in the most recent STAR (Survey of Tenants and Residents) project carried out in Brent during 2018, where satisfaction with our responsive repairs service was one of the biggest drivers of overall satisfaction with Brent as a landlord.

As a housing landlord, Brent manages 5897 flats and maisonettes, 2052 houses and bungalows, as well as 4619 leasehold properties. Across these properties through the year 2019, 30,000 repairs were carried out, averaging to 3.75 repairs per home. Property services, including repairs, is the biggest area of spend for Brent Housing Management, as well as being the most common reason for our residents getting in touch with us. A planned and an effective approach to delivering repairs is vital, both in providing a good service for our residents, as

well as supporting effective investment in, and maintenance of, our housing stock.

Fire safety and resident voice

The Grenfell Tower tragedy in June 2017 moved the housing sector into the spotlight, not only with regard to fire safety and building compliance, but also with a renewed focus on the importance of effective resident engagement.

Following the tragedy, Brent Housing Management worked to review our approach to fire safety. A low-rise fire safety programme was developed to address risks in 1208 converted and purpose built blocks. The works consisted of fire rated entrance doors to flats, fire retardant decoration, communal fire alarm systems and installation of emergency lighting. The opportunity to refurbish communal areas and provide a master key lock replacement system to communal front entrance doors is also part of the programme to be completed in 2020/1.

With regard to high-rise blocks, it was decided to go over and above regulatory standards by carrying out Type 4 Fire Risk Assessments across all of our tower blocks over 12 storeys, the outcome of which found no fundamental issues or safety concerns. The service is now in the process of developing a robust major works programme to deliver the highest standards of compliance, providing ongoing peace of mind and reassurance to our residents when it comes to fire safety in their homes.

The tower block works programme, to commence in 2021, will also benefit from wider integrated major works, as identified in the stock condition survey, and meet borough-wide climate strategy targets to make a positive impact on neighbourhoods and provide long-term

sustainable homes that are energy efficient and mindful of environmental impact.

Following the Grenfell tragedy, the report by Dame Judith Hackitt highlighted the importance of resident scrutiny (a whole chapter was dedicated to the 'Resident Voice'). With the recent launch of our new Customer Experience Panel as a high level resident involvement group in Brent, it is vital that we provide the opportunity for appropriate performance monitoring and resident scrutiny when it comes to our property services.

Climate change and energy efficiency

Climate change and its devastating effects on the environment, people and communities is one of the most pressing issues society currently faces. In May 2019, the UK government became the first country to declare a climate change emergency, committing to target net zero carbon emissions by 2050. In July 2019, Brent declared a local climate and ecological emergency, and has committed to working towards carbon neutrality by the year 2030. The Council has since adopted a holistic, organisation-wide approach to addressing the climate emergency, which is focusing on a range of inter-related environmental issues, from carbon reduction to fuel poverty, waste and resources, air quality and ecology to water conservation and climate change adaptation.

Energy used to heat and power housing is responsible for 43% of all territorial carbon emissions in the borough. A significant proportion of carbon emissions are as a result of inefficient housing stock. The latest figures from Department for Business, Energy and Industrial Energy (BEIS), from 2018, indicate that almost 16,000 households in Brent are in fuel poverty, equating to nearly 15% of Brent residents. This is the

second worst figure in London with only Newham having a greater proportion of households in Fuel Poverty.

Currently, 35% of Brent's council housing stock is performing better than the national average of Energy Performance Certificate (EPC) band D. However, 100% of housing stock falls short of EPC band B. London Councils have included a target of an average EPC Band B rating for London's housing stock by 2030 as part of its Joint Statement with the London Environment Directors' Network on Climate Change.

Good asset management considers both quality and value for money across the full lifespan of a home, as well as how current and future running costs might affect those who live there. It is important that our housing service prioritises work to improve the energy efficiency of the properties we manage, both in order to ensure effective ongoing maintenance and to appropriately support our residents in keeping their homes warm.

As a local authority, Brent is committed to tackling climate change, having recently launched the Brent Climate Assembly in November 2019, giving residents the opportunity to directly inform how the council responds to climate and ecological issues on a local level. Working towards a greener, more sustainable borough is a prominent feature of the current borough plan and it is vital that the housing service works within and to this to implement environmentally friendly and energy efficiency initiatives.

A key feature of the borough-wide climate strategy will be to achieve an average level of EPC band B by retrofitting all housing properties by 2030. Research and piloting work on this is underway for 2020/1 and will form part of this strategy.

Commitments

We have a good understanding of the condition of our housing stock and use this knowledge to target work, providing and maintaining quality, safe homes for our residents.

In order to effectively manage and maintain our housing stock it is vital that we hold accurate, up to date data around the condition of the properties we manage. A key recommendation put forward as part of the recent stock condition survey was to continue to carry out internal surveys to 20% of our properties on an annual basis. This will support us in developing a clear understanding of what work is required, where and when, allowing us to be increasingly efficient and targeted with our planned works programme.

Following the Grenfell tragedy and subsequent recommendations from the report put forward by Dame Judith Hackitt, Brent has carried out a number of key programmes to ensure both our high and low-rise blocks are safe and residents feel reassured. Towards the end of 2019, phase one of the Grenfell Inquiry was published, with phase two due in 2020/1. It is important that we, as a housing landlord, take a further opportunity to review and update our fire safety policies and procedures in light of these new recommendations.

As a local authority, our programme for building new homes across the borough is growing, with our current plan committing to 5000 new affordable homes in Brent, 1000 of which will be delivered through our own council building programme. It is important that we make sure these homes can be efficiently and economically maintained in the long-term so we can sustain the delivery of quality, safe homes for residents.

- Improve and maintain the data we hold on our properties by carrying out surveys to 20% of our stock on an annual basis.
- Develop a clear understanding of what work is required, where and when and what is affordable, allowing us to be increasingly efficient and targeted with our planned works programme.
- Explore and implement new technologies that give us additional insight and enable us to manage our properties more efficiently.
- Develop standard specifications for key components in new builds and carry out appropriate assessments before commencement.

The homes we manage are fully compliant with all fire safety regulations and as a landlord, we take a proactive approach to delivering fire safety works and providing peace of mind for our residents.

For Brent housing service, the safety of those who live, work in or visit the homes we manage is a priority.

Following the tragedy at Grenfell Tower, and subsequent recommendations from the report put forward by Dame Judith Hackitt, Brent has carried out a number of key programmes to ensure both our high and low-rise blocks are safe and residents feel reassured. Towards the end of 2019, phase one of the Grenfell Inquiry was published, with phase two due in 2020/1. It is important that we, as a housing landlord, take a further opportunity to review and update our fire safety policies and procedures in light of these new recommendations and consider where additional measures can be taken to provide reassurance for our residents.

Brent Housing Management has instituted an annual remedial action programme for each of its 39 high-rise blocks to mitigate risks that arise and developed and implemented a low-rise programme to improve fire safety in each of its 1208 converted and purpose built blocks to be completed in 2020/1. In addition, it was decided to carry out Type 4 Fire Risk Assessments across all of our tower blocks over 12 storeys to inform a programme of major works that would be ahead of the findings and recommendations of the Grenfell enquiry. The programme will start in 2021/2

- Carry out an additional, updated review of our fire safety policies and procedures in light of future Grenfell Tower Inquiry recommendations and "Building Safer Futures" legislation, continuing to build on our robust approach to fire safety.
- Develop and promote clear evacuation plans for residents living in our tower blocks, ensuring there are additional measures in place to allow the safe evacuation of vulnerable residents in the event of a fire.
- Deliver a programme of sprinkler installations and compartmentation works within the homes of our high-rise properties under the tower block refurbishment programme commencing in 2021/2.
- Complete the low-rise fire safety programme in 2020/1.

The work we do is informed by residents' priorities and feedback and we use what residents tell us about their experience to provide homes and estates where residents feel proud to live.

Brent housing management values the input and feedback we receive from our residents, whether that is through a satisfaction survey, feedback given to a staff member or in the unfortunate event of a complaint. Feeling listened to was identified as one of the biggest drivers of overall satisfaction in results from STAR 2018 and we want to work on developing the opportunities available for residents to have a say in how we manage and maintain their homes and the areas around them.

STAR 2018 results showed that 65% of our residents are satisfied with the overall quality of their home, which is low when compared to similar landlords through benchmarking exercises. Also, when comparing STAR 2018 to the 2018 Resident Attitude Survey, it is evident that residents living in council homes are twice as likely to be unsatisfied with their neighbourhood when compared to those living in private properties. As a housing service, we want to change this.

The importance of resident scrutiny was highlighted in the most recent Social Housing Green Paper, as well as the review of building regulations and fire safety following Grenfell. Feedback as part of the consultation in developing this strategy also identified strong themes around needing to improve transparency and communication around our work programmes.

By taking the opportunity to build on and develop how we engage with our residents, we can provide the opportunity for appropriate performance monitoring and resident scrutiny when it comes to our property services.

- Deliver a programme of investment on estates which seek to address the issues that residents have already highlighted (i.e. anti-social behaviour, parking and waste management) and includes localised engagement so residents have a say on the work that is carried out.
- Develop a robust, impartial feedback mechanism following all major works so we can hear from tenants and leaseholders about their experience of having work done in their home, using this to improve the process.
- Review complaints made to the service and use any insights gained to target improvements.
- Work closely with our contractors and involved residents to monitor performance and ensure appropriate resident scrutiny and transparency of services is in place.

The homes we manage are efficiently managed and opportunities to create greater economic and social value are recognised.

Ensuring that our housing stock is fit for purpose and delivering value for Brent residents is important to us as a local authority. Every penny of the income we spend on managing and maintaining our homes, comes from residents so it is vital that our services and our assets are providing as much value for money as possible.

Responding appropriately to housing need across Brent is one of the housing service's top priorities. By making informed decisions about whether and how we might re-purpose properties when they become empty (e.g. by building an extension to create a larger family home), considering all options when it cost too much to maintain a property or better utilise land on estates, we can ensure that our housing stock is more effectively meeting the needs of Brent residents. This also means we can support homelessness services to reduce the number of households living in temporary accommodation.

Some assets on estates we manage are under-utilised (e.g. garages or community halls) and have the potential to be providing more value for local residents than they currently are. When we are carrying out improvement work on estates, we want to work with our contractors and local residents to review how these assets could be put to better use, providing more value for the local community.

- Develop a decision making process that incorporates a balance of social, financial and economic factors so we can make informed decisions around the repurposing of properties (e.g. loft conversions, extensions) to better meet the needs of our residents.
- Drive forward the delivery our infill programme, identifying under-utilised land on estates that could be better used to provide more affordable homes in the borough.
- Review how we manage assets on estates (e.g. garages) and identify where more effective approaches can be taken and opportunities created to provide greater value for the local area and the HRA business plan.

The homes we manage are energy efficient and the services we deliver are mindful of environmental impact.

Following the parliamentary announcement of a climate change emergency in early 2019, Brent followed suit, declaring a local climate and ecological emergency in July 2019. Our borough plan highlights the ways in which we, as a local authority, plan to work toward delivering a greener, more sustainable borough and it is vital that the housing service supports this work and feeds in to these commitments. London Councils has set a target to achieve an average Energy Performance Certificate (EPC) Band B across all housing stock by 2030. Our recently carried out stock condition survey identified that none of our properties are currently meeting this standard, so it is important that we consult and plan to begin works, driving up EPC ratings across the properties we manage.

When we asked our residents during STAR 2018 about where they think we should target our resources in the future, improving the energy efficiency of their home was the fourth most popular answer. By delivering energy saving initiatives across our properties, we can provide homes that are easier and more affordable to heat, not only saving money for our residents but also better supporting households who may be experiencing, or are at risk of experiencing, fuel poverty.

Energy Efficiency programmes will assess property types holistically to identify the most cost effective approach to fabric, heating system and ventilation improvements. This will ensure that work programmes limit unnecessary disruption to residents' homes, achieve value for money and that properties meet the needs of our residents today while accounting for potential future changes due to climate change, such as mitigating the need for future cooling.

- Commission a feasibility study to identify packages of measures that can reduce carbon for typical housing types in Brent and design and install a pilot domestic retrofit exemplar scheme in 2020/1.
- Complete a study to identify the most appropriate heating systems to be included in holistic energy efficiency upgrades over the lifetime of this strategy and develop an effective policy to ensure compliance with the Heat Metering and Billing Regulations
- Consult on and plan finances to retrofit all housing properties to an average level of EPC band B by 2030 in line with the London Councils target. This will include grant funding and tenants paying an energy service plan to Brent which is the equivalent of their previous energy supplier(s) bills.
- Commission a transport impact review to establish how the housing service can work towards reducing the negative impact that our own vehicles and the vehicles of our residents have on the environment.
- Utilise estate improvement work to identify opportunities for environmentally friendly initiatives (e.g. additional bicycle storage, tree planting and improved recycling facilities).
- Assess the feasibility of achieving net zero carbon for the Council's new build housing schemes and identify funding for a pilot low carbon new build exemplar project.

We provide a quality repairs service that is accessible and accountable to our residents.

Ensuring that we have a fit for purpose repairs service not only helps us to make sure that the properties we manage are being properly maintained but also supports our residents to live safely and comfortably in their homes.

Results from STAR 2018 show that only 56% of our residents were satisfied with how Brent Housing Management handle repairs and, as satisfaction with the repairs service was found to be one of the biggest drivers of overall satisfaction, we have worked on improving this. Speedier repairs, getting things right the first time and better communication were the areas that our residents told us would improve how they felt about the service they receive. By working in partnership with our contractors and gaining feedback from front-line staff and residents we identified specific areas for improvement and drove up transactional resident satisfaction with their last repair to consistently sit at above 85% and reaching 90% during the CV19 lockdown period.

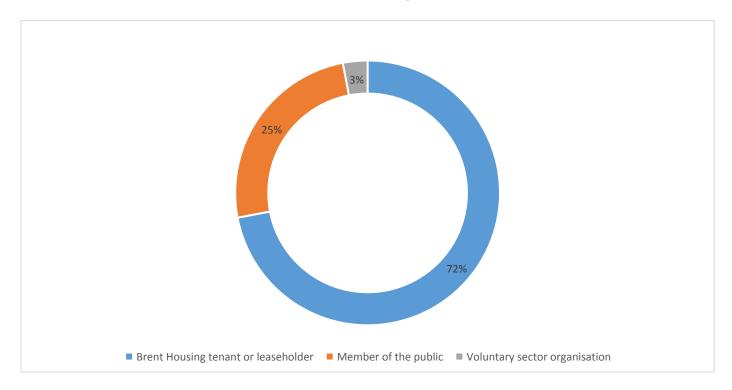
The repairs service has embarked on the second phase of the ongoing improvement plan in 2020/1. Building upon the work and collaboration of phase 1, the second phase focuses on improving processes for complex works, Wates' supply chain performance as well as improving internal communications and actions of leasehold, tenancy and property services teams. Feedback gathered as part of the consultation for this strategy also identified the need for improvements in communication with our residents throughout the repairs process. Phase 2 of the ongoing improvement plan includes work to ensure that the resident is kept informed and their expectations are managed when it comes to work being carried out in their home.

- Build upon the improvements in our responsive repairs service to focus on larger and more complex repairs by utilising input and feedback from trade operatives, supply chains and tenants to establish a clear understanding of where and how things can be improved.
- Gather insight on how we communicate with our tenants about complex repairs, ensuring we are being clear about what we will deliver and are managing expectations effectively
- Develop an updated approach to gaining feedback from tenants following one-off repairs in their home, enabling us to generate more detailed insight around peoples experience of our repairs service and embed empathetic staff practices when it comes to any and all interactions with residents
- Utilise the data we gather and hold on repairs to inform our planned works programmes, enabling us to target work where it is most needed.
- Develop an effective recharges policy that provides clarity around tenant responsibilities when it comes to damage to and repairs in their home.

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<u>Asset Management Strategy - Consultation Feedback - Summary</u>

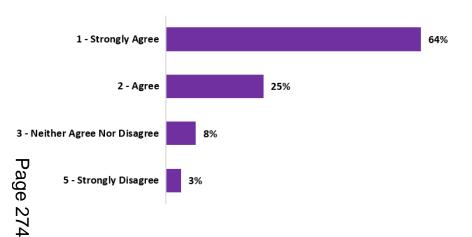
Breakdown of Consultation Portal Responses



3. Consultation Portal Feedback

3.1 Commitment One - We have a good understanding of the condition of our housing stock and use this knowledge to target work, providing and maintaining quality, safe homes for our residents.

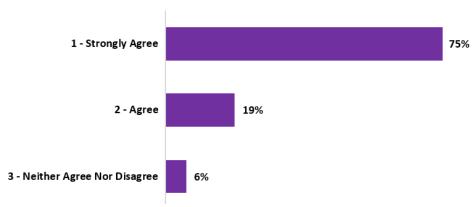
To what extent do you agree or disagree that this commitment should be a priority?



Which key action is most important?		
Develop a clear understanding of what work is required, where	Most	
and when and what is affordable, allowing us to be increasingly	important	
efficient and targeted with our planned works programme.		
Improve and maintain the data we hold on our properties by		
carrying out internal surveys to 20% of our stock on an annual		
basis.		
Ensure alignment of specifications and design requirements is in		
place when building new homes so they are fit for purpose when		
it comes to ongoing maintenance.		
Explore and implement new technologies that give us additional		
insight and enable us to manage our properties more efficiently.	Least	
	important	

3.2 Commitment Two - The homes we manage are fully compliant with all fire safety regulations and as a service we take a proactive approach to delivering fire safety works, and providing peace of mind for our residents.

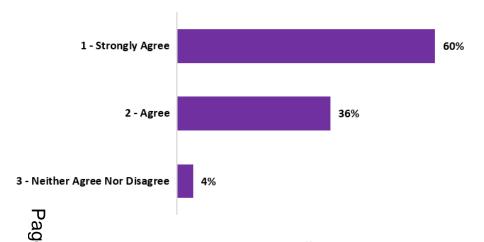
To what extent do you agree or disagree that this commitment should be a priority?



Which key action is most important?	
Develop and promote clear evacuation plans for residents living	Most
in our tower blocks, ensuring there are additional measures in	
place to allow the safe evacuation of vulnerable residents in the	
event of a fire.	
Carry out an additional, updated review of our fire safety policies	
and procedures in light of future Grenfell Tower Inquiry	
recommendations, continuing to build on our robust approach to	
fire safety.	
Deliver a programme of sprinkler installations and	
compartmentation works within the homes of our high-rise	
properties under the tower block refurbishment programme	
commencing in 2020/21.	Least
Complete the low-rise fire safety programme in 2020.	important

3.3 Comm itment Three - The work we do is inform ed by resident priorities and feedback, and we use what residents tell us about their experience to provide homes and estates where residents feel proud to live.

To what extent do you agree or disagree that this commitment should be a priority?



Commitment Four - Our housing stock is efficiently managed and portunities to create greater economic and social value are recognised.

Which key action is most important? Deliver a programme of investment on estates which seek to address the issues that residents have already highlighted (i.e.

address the issues that residents have already highlighted (i.e. anti-social behaviour, parking and waste management) and includes localised engagement so residents have a say on the work that is carried out.

Review complaints made to the service and use and insights gained to target improvements.

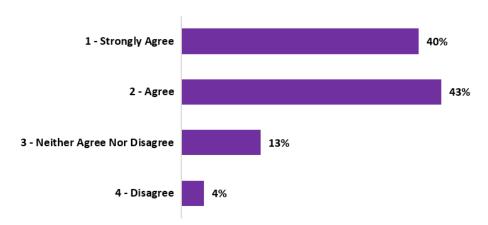
Work closely with our contractors and the Customer Experience Panel to monitor performance and ensure appropriate resident scrutiny is in place.

Develop a robust, impartial feedback mechanism following all major works so we can hear from tenants and leaseholders about their experience of having work done in their home, using this to improve the process.

Most important

Least important

To what extent do you agree or disagree that this commitment should be a priority?



Which key action is most important?

Develop a decision making process that incorporates a balance of social, financial and economic factors so we can make informed decisions around the repurposing of properties (e.g. loft conversions, extensions) to better meet the needs of our residents.

Drive forward the delivery of our infill programme, identifying under-utilised land on estates that could be better used to provide more affordable homes in the borough.

Review how we manage assets on estates (e.g. garages) and identify where more effective approaches can be taken and opportunities created to provide greater value for the local area.

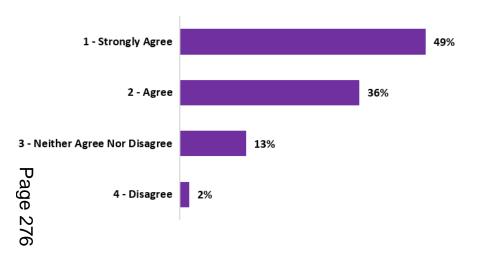
important

Most

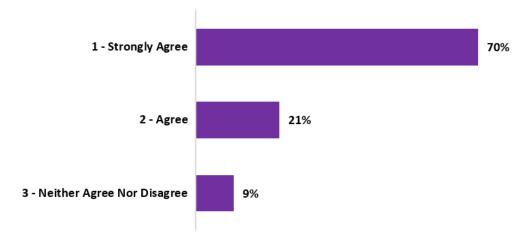
Least important

3.5 Commitment Five - The homes we manage are energy efficient and the services we deliver are mindful of environmental impact.

To what extent do you agree or disagree that this commitment should be a priority?



To what extent do you agree or disagree that this commitment should be a priority?



Which Which key action is most important? Complete a strict insight on how we communicate with our tenants about Most systems to be included in nonstricteneral entries were represented in the communicate with our tenants about Most systems to be included in nonstricteneral entries where we may be a support of the communication of the communica Most the lifetime of this strategy and develop an effective policy to ensure compliance with the Avert Whetering and Spring repairs service to Regulations us on larger and more complex repairs by utilising input and Commission a feasibility study to identify packages of measures to that can reduce carbon for typical housing types in Brent and identify funding that can pay for a pilot domestic retrofit exemplar scheme. Consult and plan finances to retrofit all housing properties to an average level of EPC band B by 2030 in line with the London Councils target. Assess the feasibility of achieving net zero carbon for the Council's new build housing schemes and identify funding for a pilot low carbon new build exemplar project. Utilise estate improvement work to identify opportunities for environmentally friendly initiatives (e.g. additional bicycle storage, tree planting and improved recycling facilities). Commission a transport impact review to establish how the busing service can work towards reducing the negative impact Least lat our own vehicles and the vehicles of our residents have on the important ivironment.

3.6 Commitment Six - We provide a quality repairs service that is accessible and accountable to our residents.



September 2020

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Develop an updated approach to gaining feedback from tenants following one-off repairs in their home, enabling us to generate more detailed insight around peoples experience of our repairs service.

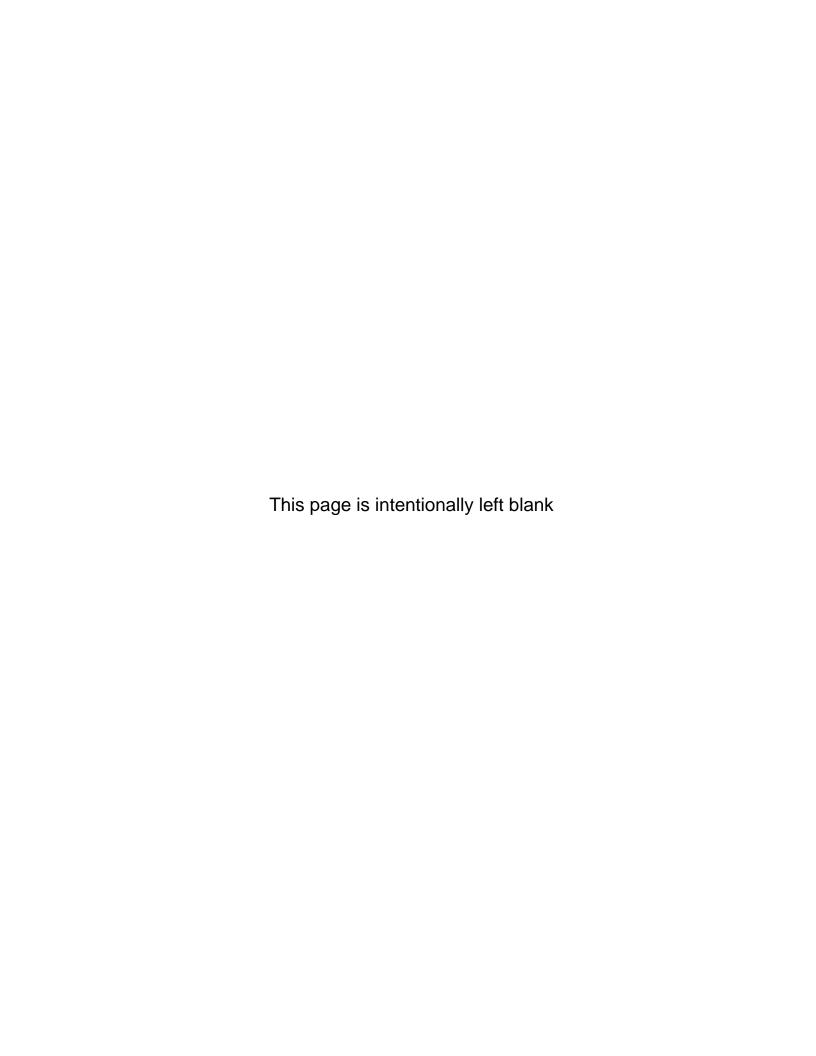
Utilise the data we gather and hold on repairs to inform our planned works programmes, enabling us to target work where it is most needed.

Develop an effective recharges policy that provides clarity around tenant responsibilities when it comes to damage to and repairs in their home.

Least important

Two year investment programme 2020 to 2022

			BUDGET FORECAST			
	то	TAL PROJECT				
WORK STREAM / PROPERTY	COSTS		20	2020 / 2021 2021 / 2022		
Tower Block programe - High Rise Retained	£	22,411,224	£	818,175	£	9,146,060
South Kilburn High Rise Decant	£	3,052,528	£	134,078	£	2,336,916
South Kilburn Medium Rise	£		£	,		
Decant	£	910,438		133,054	£	633,054
Fire Safety Works inc low rise intrusive structural engineering			£	3,825,000	£	650,000
testing			£	100,000		
Spandrel Panel - testing			£	100,000		
Domestic Electrical Testing and Remedial Works			£	800,000	£	800,000
Passenger Lift Replacement			£	700,000		
			£	300,000	£	600,000
Communal Heating				,		600,000
Door Entry Communal Electrical Testing and			£	334,000	£	120,000
Remedial Works			£	450,000	£	340,000
Mechanical Services Including Boosted Water			£	120,000	£	300,000
MHCLG Block External Wall Investigation			£	100,000		
					•	00.000
Stock Condition Surveys (20%) IT software:			£	90,000	£	90,000
Keystone/Lifespan PPT/Comp			£	60,000	£	60,000
Disabled Adaptations External Planned Maintenance			£	800,000	£	800,000
Programme			£	4,700,000	£	4,700,000
Environmental Improvement Works			£	100,000	£	100,000
Kitchen and bathroom planned						
renewals Loft conversion feasibility &			£	220,000	£	1,760,000
other urgent works			£	100,000	£	300,000
Capitalisation			£	1,700,000	£	1,700,000
Lift Monitoring Software			£	75,000		
			£	15,759,307	£	24,436,030





Cabinet

7th December 2020

Report from the Strategic Director Community Wellbeing

New Accommodation for Independent Living Programme Approvals

Wards Affected:	All
Key or Non-Key Decision:	Key
Open or Part/Fully Exempt:	Open
No. of Appendices:	None
Background Papers:	None
0 ((- 0) ((-)	Helen Woodland, Operational Director Social Care
Contact Officer(s):	Helen.woodland@brent.gov,uk
	Tel: 0208937 6168

1.0 Purpose of the Report

- 1.1 New Accommodation for Independent Living (NAIL) is the Council's programme to increase the supply of extra care and supported living accommodation and ensure accommodation is available to all adult social care clients with high support needs to allow them to live more independently and promote their wellbeing.
- 1.2 The report provides an overview of the progress made, but focuses on the ongoing need for this accommodation, and outlines the work done to build a more detailed understanding of individual need to tailor the delivery of individual schemes to meet individual needs.
- 1.3 In line with this understanding of need, the report sets out the plan to refurbish 5 existing properties for use as NAIL schemes, which will provide accommodation to 24 people.

2.0 Recommendation(s)

That Cabinet:

- 2.1 Agree the capital investment of £1.5m for the refurbishment of 5 existing properties for use as NAIL schemes, and to carry out additional work on existing NAIL properties.
- 2.2 Delegate authority to refurbish 5 properties for the NAIL programme to the Strategic Director Community Wellbeing in consultation with the Lead Member for Adult Social Care.

- 2.3 Approve the Strategic Director Community Wellbeing to transfer land at 2 Cranhurst Road, Willesden London NW2 4LN valued at £963,000.00 (Nine Hundred Sixty Three Thousand Pounds) in 2018 from the Housing Revenue Account to the General Fund (Subject to consent from the Secretary of State under section 19 of the Housing Act 1985 being obtained).
- 2.4 Approve the transfer of land at 8 Fairlight Avenue Harlesden NW10 8AN valued at £1,100.000 (One Million, One Hundred Thousand Pounds) in 2017 back from the General Fund to the Housing Revenue Account.

2.0 Background and Progress

- 3.1 The NAIL Programme is a major cross-council strategic initiative to provide high quality accommodation for a range of vulnerable people. This accommodation offers a viable alternative to residential care for people with high support needs, providing accommodation that promotes wellbeing and the ability to live independently through good design.
- 3.2 There is a clear evidence base that supporting the most vulnerable adults in Brent to maintain their independence, receive the care and support they need and continue to live in their own communities is the right thing to do. Research shows that as well as being expensive, residential care does not always offer the best outcomes for residents, with average life expectancy for someone entering residential care being only 18 months. The programme also supports the department to manage increasing demand on the budget both now and in the future by avoiding expensive residential placements wherever it is possible and safe to do so. It is the largest savings programme within the Council, and to date the programme has delivered savings of £5.5m.
- 3.3 The NAIL accommodation is very high quality and is combined with tailored care packages to suit the individual's needs. All NAIL units are being designed and adapted to help provide the best and most comfortable accommodation for the future occupants. The Extra Care accommodation being provided by the programme will be of the highest quality and spacious, enabling and encouraging families to come visit and spend more time with family members in what will be a much more comfortable environment.
- 3.4 The programme is now built on a personalised approach, tailoring accommodation to individual's needs, understanding individual requirements in detail, translating this into reality and creating liveable spaces for cohorts of individuals with the same needs.
- 3.5 The housing service standards are also being tailored to ensure that people are provided with an enhanced service from the council's Housing Management team with some key roles that will help deliver a high quality support service for tenants and appointed care providers.
- 3.6 The NAIL programme is an umbrella term for delivery of a range of different types of accommodation with support. The types of accommodation can be summarised as follows:

- Extra Care Sheltered Housing (ECSH) these are larger schemes (40+ units) traditionally for people aged 50 and over who have significant Care Act eligible care and support needs. A characteristic of ECSH is that each unit is self-contained, meaning everyone has their own front door. Schemes support mixed client group use, meaning they can support older people with learning disabilities and mental health issues as well as frail elderly people without those additional needs.
- 24hr Supported Living these are smaller schemes for people with mental health issues, learning disabilities, dual diagnosis (mental health and substance misuse), autism, sensory impairment and physical disabilities. Schemes are usually, although not exclusively, for working age adults, and support younger people with disabilities who are transitioning from children's services to adult services. Residents must have significant Care Act eligible care and support needs to be suitable for these schemes, and are designed to deliver more of a family, or small community environment.
- 9-5 Supported Living these are schemes for people of working age with mental health issues and physical disabilities, who do have significant Care Act eligible needs, but who are able to live more independently with some support. Schemes are smaller and designed to offer a community environment. However, following learning from phase 2 of NAIL, Officers are in the process of decommissioning all 9-5 Mental Health schemes, and in the future all mental health schemes will be 24 hr. Some 9-5 schemes for physical disability will remain.
- 3.7 All accommodation offered through NAIL meets the conditions for the granting of a tenancy. This provides customers with improved security of tenure in line with the majority of other social landlord tenants. In essence, residents have the security of their own home with the aim being care and support can be increased or decreased in line with their needs, and that unless a move is unavoidable, this will be their home for life. NAIL have successfully offered 196 tenancies to individuals in a two year period. 134 of those individuals would otherwise have moved into residential care.
- 3.8 The NAIL programme has been delivered in two phases to date, and we are now delivering a further two phases to run concurrently:
 - Phase 1 from 2014-2017 the initial development of schemes in partnership with Registered Providers
 - Phase 2 from 2017-2020 the addition of the purchase of small houses and leasehold properties
 - Phase 3 from 2020-2022 the proposed purchase/refurbishment of approximately 10 smaller properties for specific cohorts of people
 - Phase 4 from 2020-2024 the ongoing development and delivery by the council of larger ECSH schemes to manage future forecasted demand.
- 3.9 This paper is to request delegated authority for specific spend to progress NAIL Phase 3, which consists of the purchase and refurbishment of smaller properties. Elements of Phase 4 have already been agreed and are already in delivery (e.g. Honeypot Lane), but further work is required on the longer term requirements and this will be addressed as necessary in future papers.

4.0 Future and Immediate Demand

- 4.1 Extensive work has been undertaken to model and predict future demand for NAIL properties. In conjunction, the programme has been reviewed and lessons learned have fed into the proposed next steps/phases.
- 4.2 Despite increasing demand for adult social care, since 16/17 the number of people requiring nursing care has reduced by 51, the number of people in residential placement has reduced by 114. NAIL is part of a wider drive to support people to continue to live in their own home, which means there has also been a steady increase in the number of people being supported in the community with significant packages of care (10+ hours and 25+ hours per week).
- 4.4 The NAIL team has worked with finance and performance staff to combine demographic information and to assess the current location of existing service users and to profile this against their ideal location to create a projected demand profile for future NAIL schemes. For example, if an individual is currently placed in residential care and has dementia, could they reasonably be supported in an ECSH scheme if more dementia ECSH placements were available. This involved social workers undertaking a desktop review of all existing clients in residential and nursing placements, and applying a judgement based on certain probabilities. For example, the length of time an individual has been in a placement, the location of the placement (i.e. is it out of area) and any comorbidities. Once the data was processed the total number of individuals in existing placements who could potentially occupy NAIL accommodation was identified. Officers then recalculated the number based on a conservative conversion rate of 40% and a more ambitious conversion rate of 60%. These numbers were then compared against POPPI and PANSI data (national DHSC adult social care demand modelling tools) for specific client groups (older people, learning disability and physical disability) and a projection for future demand was created for each of these groups.
- 4.5 The above process allowed us to identify both those individuals currently in receipt of service who could move and the number of people in the future who are likely to require some form of NAIL accommodation. We therefore split this into phase 3 and phase 4 of NAIL. Phase 3 being immediate requirements for schemes to support specific and identified individuals already in receipt of services and phase 4 to support future predicted demand.
- 4.6 One of the significant points of learning from the first two phases of NAIL was that for smaller schemes, and those schemes for younger adults or those with specific care needs, it is better to identify properties for cohorts, rather than cohorts for properties. This means that cohorts of people with similar needs and similar interests are identified, and suitable properties for each of these cohorts are then sought. This allows for a much greater degree of tailoring and personalisation for the people who are going to live there, meaning individuals can be more involved in the process, they for example can identify how they want their rooms to be decorated, and can have a say over the configuration of the communal areas. It also means that any specific needs can be taken into account during the construction or refurbishment works.

- 4.7 Phase 3 of NAIL concentrates on this immediate need, i.e. individuals that have been already identified as suitable for NAIL and are currently known to ASC. It had been intended that some of these individuals/cohorts would occupy existing properties purchased or developed through phase 2 of the programme. However, in some cases their needs have worsened or changed prior to suitable schemes being completed, and in some cases, it was identified that particular cohorts have specialist requirements for both the physical building and the type of care provider they need. The table overleaf sets out the detail for these 11 properties. 3 remaining properties for schemes have yet to be identified, and further permissions will be sought from cabinet as required in relation to these schemes.
- 4.8 Item 6 in the Table 1 below provides an overview of the properties currently in Phase 3. This includes the proposal to 'swap' properties between the Housing Revenue Account and General Fund. One of the commitments in the Council's Housing Asset Management Strategy is to ensure that our housing stock is fit for purpose and delivering value for Brent residents. The property at 2 Cranhurst Road had been identified as a property not suitable to let to a single household. Options were considered to convert it to flats or dispose off to the market. However, as the adjoining property is owned within the General Fund, the option to combine both properties in order to create a single accommodation for NAIL, became the preferred option. Not only does the HRA gain an alternative property that is immediately useful to a household on the Housing Register, the HRA property also becomes immediately useful to social care clients who need support in an independent living environment.

Phase 3 - Table 1 - Client Groups

	Property Required	Number of units required	User group	Progress/Status
1	Craven Park 1 property with shared communal space and all en-suite. This is the replacement for Park Avenue North (a leasehold property that has been used as a mental health scheme for the past year).	6/7	Mental Health	Completed –purchased in July 2020, clients moved into property in July 2020
2	Clock Cottage 1 x property with self-contained units and an element of communal space. Needs to have design features such as evacuation lift and lift shaft wide enough for large moulded wheelchairs. Wide corridors and assisted doors, space for hospital beds. Design spec in progress.	12-15	Physical disability	Clock Cottage – planning consent granted and works mobilising early 2021
3	127 Harrowdene Road 6 bed unit with ample shared communal space and garden for moderate/severe LD and Autism. Design spec in progress.	6	Learning Disability/A utism	Completed, scheme is currently going through the procurement process to identify a care provider
4	129 Harrowdene Road 6 bed unit with ample shared communal space and garden for moderate/severe LD and Autism	6	Learning Disability/A utism	Completed, scheme is currently going through the procurement process to identify a care provider
5	124 Harrowdene Road 6 bed unit, fully accessible with a lift to first floor. Consider good design practice around severe LD cohort as well as all aspects for PD.	6	PMLD	Property purchased, funding for the refurbishment of this property is being sought in this paper.

6	2 & 4 Cranhurst Road 6 bed unit with ample shared communal space and garden for moderate/severe LD and Autism	6	Learning Disability/A utism	Transfer from HRA to General Fund requested for 2 Cranhust – Fairlight Avenue will be transferred into the HRA in return. Funding requested for refurbishment works to 2 & 4. No.4 Cranhurst already owned by NAIL.
7	73 Wembley Park Drive 6 bed unit for ageing LD population. Communal facilities and fully accessible. Space for lift or chair lift for access to upper floors, or single story property. Design brief in progress.	6	Older LD	Property owned by Council, funding for property refurbishment requested as part of this report.
8	80 Wembley Park Drive 6 bed unit for people with physical disabilities. Property needs to be fully adapted and wheelchair accessible. Design brief in progress	6	Physical Disabilities	Property owned by Council, funding for property refurbishment requested as part of this report.
9	CNWL have identified a demand for a small forensic service.	6/7	Forensic Mental Health.	To be identified
10	1 x property that has small studio units with a lounge. Property design brief in place but location important.	6	Korsakoffs Syndrome	To be identified
11	2 six-bed, purpose build units preferably on the same footprint separated by garden or court yard. This would be designed for the most complex group of individuals with Autism and behaviour that challenges.	12	Autism/CB	To be identified

N.B Savings are calculated on the known average

5.0 Financial Implications

- 5.1 The schemes identified will contribute £436,000 per annum to the overall NAIL savings target. The calculation is based on the average saving per week of £331. The small cohorts of clients have very specific medium to high needs with relatively expensive weekly care costs.
- 5.2 The total capital funding of £1.5m is required for acquisition, refurbishment and to carry out additional work on existing NAIL properties

5.3 Funding Table

Property Name	No of Clients	Estimated cost for Adaptation/Refurb	Fees & consultancy	Total
124 Harrowdene Road	6	300,000	28,800	328,800
73 Wembley Park Drive	6	300,000	62,500	362,500
80 Wembley Park Drive	6	350,000	62,500	412,500
2 Cranhurst (transfer from HRA to GF)	3	50,000	62,500	112,500
4 Cranhurst Road	3	150,000	62,500	212,500
Work on Existing NAIL properties	ÿ			115,000
Total	24	£1,265,000	£278,800	£1,543,800

- 5.4 A financial appraisal has been undertaken for 124 Harrowdene Road including refurbishment and other cost. It is financially viable with pay back period in year 30.
- 5.5 The financial appraisal has been undertaken for the refurbishment of 73 and 80 Wembley Park Drive at a total cost of £0.78m. The assessment shows it is financially viable with payback period in year 10.
- 5.6 The property 2 Cranhurst Road, which is currently in the HRA has been identified as suitable for NAIL use. This will require secretary of state approval to transfer this property from HRA to General Fund at market price. A financial appraisal has been undertaken at total cost of £1.43m including transfer cost from GF to HRA at estimated market price of £1.32m, refurbishment and other cost. It is financially viable with payback period in year 46. The property number 2 Cranhurst will be swapped with Fairlight Avenue.

8.0 Legal Implications

8.1 NAIL tenants would be able to secure Non - HRA Rent Rebates above LHA rates for accommodation provided by Brent outside of the HRA as it would be non-HRA rent rebate accommodation. As such, there are no restrictions on the amount of rent payable by way of housing benefit, save for the potential application of the benefit cap. The Benefit cap may not be a realistic concern given that most of the residents will be claiming either DLA or PIP.

9.0 Equality Implications

- 9.1 Equalities data is collected and analysed as part of the allocations process. NAIL scheme residents are broadly representative of the Brent demographics.
- 9.2 Brent taking the initiative to directly provide ASC clients with better accommodation has a positive impact on their health and wellbeing, whilst providing more and more opportunities and options for its vulnerable residents.

10.0 Consultation with Ward Members and Stakeholders

- 10.1 Consultation and co-production are completed regularly through the development process, and once completed, users and carers are consulted regularly through the care management process.
- 10.2 The team have pulled together videos to enable families to view accommodation on offer whilst Covid 19 restrictions are still in place. Promotional videos are available for Clement Close and Peel Road to see the standard of accommodation on offer. A longer video is being developed further and more detailed information on the care provider at both sites.

11.0 Human Resources/Property Implications (if appropriate)

11.1 The property team will be involved in all future property purchases.

Report sign off:

STRATEGIC DIRECTOR NAME

PHIL PORTER



Cabinet 7 December 2020

Report from the Strategic Director of Community Wellbeing

Authority to Enter into a Contract with Capital Letters

Wards Affected:	All	
Key or Non/Key Decision:	Key	
Open or Part/Fully Exempt:	Open	
No. of Appendices:	One: Appendix 1: Equality Analysis	
Background Papers:	None	
Contact Officer(s):	Laurence Coaker Head of Housing Needs Laurence.coaker@brent.gov.uk 020 8937 2788	

1.0 Purpose of the Report

- 1.1 This report requests approval to enter into a contract with Capital Letters (London) Limited, a lettings company owned by a consortium of London Authorities for the provision of accommodation for homeless households, as required by Contract Standing Orders 88.
- 1.2 Although the Council has been working with Capital Letters since October 2019, as this is a High Value Contract with an estimated spend of £3.5M over four years, it has been proposed that the Council should enter into a contract with Capital Letters to formalise arrangements for the provision of services on a longer-term basis.

2.0 Capital Letters performance since Brent joined

- 2.1 Of all the Member boroughs, Brent has received the highest number of properties from Capital Letters since joining in October 2019. A total of 374 homes been made available to Brent residents, 320 of which have already been let, with the remainder in the process of being let.
- 2.2 There are clear financial benefits for Brent being a member of the Capital Letters, due to the subsidy received for each property let, the funding for which was top sliced from the Flexible Homelessness Support Grant (FHSG). If the

Council were not members, we would not be able to access this subsidy. A saving of £386,400 was achieved in the first year of membership and forecast savings of £403,200, £288,000 and £192,000, per annum for the next three years' membership, as set out in table 3 below.

2.3 Capital Letters has increased membership from the original cohort of 13 boroughs, to 20. Enfield, Hackney, Newham and Camden joined earlier this year and Havering, Harrow, and Greenwich with joining in October.

3.0 Recommendations:

Cabinet

3.1 Approve the Council entering into a contract with Capital Letters (London) Limited for the procurement of private rented accommodation for the prevention and relief of homelessness at an average cost of £2,500 per property sourced by the company.

4.0 Detail

- 4.1 When a household approaches the Council in housing need, the Housing Options team makes a formal assessment against a number of criteria as prescribed in homelessness legislation. If it is not possible to prevent homelessness, and the household has met the legislative criteria, there is a statutory duty to secure suitable accommodation for the household.
- 4.2 The demand for affordable housing in Brent continues to be one of the major challenges that the Council faces with high demand being primarily driven by households being evicted from the Private Rented Sector due to affordability. Additionally, as illustrated in Table 1, the implementation of the Homelessness Reduction Act (HRA) 2017, has led to an increase in the number of households seeking the Council's assistance for housing.

Table 1: Number of households seeking the Council's assistance for housing

	HNS Approaches	Variance
April – Dec 17	2447	0%
April – Dec 18	4020	64%
April – Dec 19	4494	83%

- 4.3 In the first year post HRA 2017, there was a 64% increase in the number of homelessness presentations during April to December 2018 compared to the same period in 2017. In the second year there was an 83% increase compared to the same period prior to the implementation of the HRA 2017.
- 4.4 The growing number of applications and the Council's obligations under housing legislation means that the Council has to explore ways on increasing the number of properties available to it to discharge the Council's duties to homeless households.

- 4.5 Due to the historic lack of supply of social housing available in Brent, accepted homeless households have to wait for many years in temporary accommodation (TA) before an offer of social housing is available; for example the average waiting time for a 3 bed household is 16 years. The Council has been using the power to meet new demand from homeless households with accommodation in the Private Rented Sector (PRS). However, there is an insufficient supply of PRS accommodation that is affordable in Brent and, as a result, some accepted homeless households are still placed in temporary accommodation or in PRS accommodation outside of Brent.
- 4.6 There are approximately 2000 homeless households currently living in temporary accommodation in Brent. Many are living in PRS properties leased by Housing Associations through the Housing Association Leasing Scheme (HALS) However, the number of HALS units have been steadily decreasing due to owners not renewing the lease when it ends because they can get higher rent levels by letting privately, resulting in the family becoming homeless again.
- 4.7 Network Homes' temporary accommodation portfolio (the majority of which were HALS) has also been recently transferred to Brent, following Network Homes' decision to exit the TA market. Approximately 375 properties were transferred.
- 4.8 With demand from homeless households increasing since the implementation of the Homelessness Reduction Act 2017, the pressure to acquire good quality and affordable accommodation has also increased. The Housing Needs Service, working with Housing Supply and Partnerships, have a plan to reduce the need for Temporary Accommodation by delivering 1000 units of affordable housing a year, including 1000 new council houses over the next 5 years. However, there will always be a need for some good quality private sector accommodation, and while this will in the medium term be delivered through council provision, there continues to be a need for affordable accommodation and this collaboration with other London boroughs to establish and operate Capital Letters (London) Limited (Capital Letters) will help to increase the supply of PRS accommodation and stop families having to go into poor quality and expensive nightly paid accommodation.
- 4.9 A further ambition of the Council is to create a property portfolio that will be wholly owned and managed by the Council. To this end the Council has established the i4B (Invest for Brent) scheme. i4B is a management company working on behalf of the Council to purchase properties in the Private Rented Sector. This scheme is a vehicle which allows the Council to reduce its reliance on privately leased temporary accommodation. The aim is to support the Council to meet the demand for households living in Temporary Accommodation by providing homes that are affordable and accessible.

Capital Letters

- 4.10 On 15 October 2018 Cabinet approved Brent Council joining Capital Letters as a Member.
- 4.11 Capital Letters is a Government and London Councils sponsored company which seeks to increase the supply of affordable Private Rented Sector accommodation in Brent by working collaboratively and avoiding competition between London Councils for the same privately owned properties.
- 4.12 Capital Letters is supported by the Ministry of Housing, Communities & Local Government (MHCLG) using top sliced Flexible Homelessness Support Grant (FHSG), to alleviate the costs to boroughs of providing accommodation and to encourage greater efficiency. The funding has provided extra staffing, IT and other resources to increase supply and improve the service offered to both tenants and landlords. It has also been used to subsidise the cost to boroughs for newly procured properties. These are costs Brent would have to pay anyway, if the subsidy was not on offer. Also, by top slicing the FHSG, MHCLG are effectively reducing the amount of funding available to boroughs who are not members of Capital Letters.
- 4.13 Due to the lack of affordable accommodation across London, boroughs compete with each other to secure the limited supply that is available. This will often lead to Brent securing accommodation in a neighbouring borough, and that borough securing accommodation in Brent thus displacing two households from their "home" borough. It also means that owners who own a portfolio of properties across several boroughs are required to deal with different systems and schemes operated by the different boroughs.
- 4.14 By removing unhelpful competition between London boroughs and duplication of effort, and by developing an organisation to represent all the London boroughs, it is intended to offer a simpler and more straightforward interface for landlords, managing agents and developers anywhere in London who are able to provide properties for those households most in need of accommodation and help them to remain in their own borough.
- 4.15 Capital Letters collaboratively procures new properties on behalf of London boroughs supported by the MHCLG top-slice and on a pan-London basis. In addition to the top-slice, the pan-London procurement is anticipated to have a deflationary effect on procurement and allow a more rational allocation of supply across London, allowing Brent households to remain in or closer to the borough.
- 4.16 20 London boroughs have now joined Capital Letters including: Brent, Hammersmith and Fulham, Ealing, Westminster, Haringey, Waltham Forest, Redbridge, Tower Hamlets, Barking & Dagenham, Southwark, Lewisham, Bexley, Croydon, Camden, Enfield, Hackney, Newham, Havering, Harrow and Greenwich.

4.17 In addition to Councils' membership, Capital Letters has been designed with two tiers of Governance. The senior body for all Governance decisions is the Boroughs' Representative Body. This is comprised of a representative elected Member from each of the Councils who share the ownership of the company and is responsible for formulating the strategy and business plan of Capital Letters. The second tier is the Board of Directors who hold responsibility for the operational delivery of strategic objectives, set by the Boroughs' Representative Body. Brent's Lead Member for Housing and Welfare Reform, Councillor Eleanor Southwood, is currently elected to the Boroughs' Representative Body and Laurence Coaker, Head of Housing Needs, currently sits on the Board of Directors.

Benefits

- 4.18 Prior to joining Capital Letters, the Council paid an average incentive fee of £3400 per property. During the last 12 months of membership, the average incentive paid to landlords per property has decreased from approximately £3,400 to £2,000 due to the MHCLG subsidy which members can take advantage of.
- 4.19 Subsidy amounts per property are as follows:

Table 2: Subsidy amount per let

Year 1	£1400
Year 2	£1050
Year 3	£750
Year 4	£500

- 4.20 During the first year of membership, we let 276 properties (an average of 23 properties per month based on past performance) through Capital Letters. This would have ordinarily cost the Council £938,400 (276 x £3400 per let), however we will pay £552,000 (276 x £2000 per let) thereby achieving a saving of £386,400 in Year 1.
- 4.21 During Years 2, 3 and 4 we anticipate we will let 384 properties through Capital Letters (based on 4 officers procuring 8 properties each per month). Anticipated savings for Years 1 to 4 are as follows:

Table 3. Savings achieved through Capital Letters

	Year 1	Year 2	Year 3	Year 4
Cost of incentives without the subsidy	£938,400	£1,305,600	£1,305,600	£1,305,600
(£3400)				
Cost of incentives	£552,000	£902,400	£1,017,600	£1,113,600
with the subsidy				
Saving achieved	£386,400	£403,200	£288,000	£192,000
through Capital				
Letters' membership				

4.22 Table 2 highlights the savings that is estimated the Council will make over 4 years through its membership of Capital Letters.

Rationale for the contract value

4.23 The value of the contract is calculated over 4 years with an estimated value of £3.5M. This value has been calculated using the number of properties let to Brent in Year 1. For subsequent years it is based on Capital Letters' ambition of achieving a procurement rate of 400 properties per year (8 properties per month per officer). The Service Level Agreement with Capital Letters Limited is on-going as long as the Council is a member of Capital Letters Limited and therefore the contract has been valued on a 4 year period as per CSO 90 due to the agreement having no end date.

Staff secondment to Capital Letters

- 4.24 There are two types of membership, A and B which have been discussed in detail in the Cabinet report submitted in 2018. As an "A" Member, the Council needs to ensure that at least 50% of the total number of properties procured to support the discharge of its statutory responsibilities for homeless households is procured by the Capital Letters. This is to ensure that "A" member boroughs do not continue to procure the majority of their properties through in-house teams, effectively competing against Capital Letters.
- 4.25 As a result, four members of staff who were responsible for procurement of PRS accommodation in London were seconded into Capital Letters on 1st October 2019 and have continued with the procurement activities they were previously undertaking for Brent.

5.0 Approval for Contract

- 5.1 The 20 London boroughs that are members of Capital Letters have been in discussion with Capital Letters with a view to formalising arrangements for the provision of services to the boroughs on a longer-term basis. A Service Level Agreement has been negotiated, setting out the parties respective obligations, to include provision regarding the secondment of the four Brent employees. It is proposed that this Service Level Agreement continue whilst the Council continues to be a member of Capital Letters subject to the provisions for early termination as set out in the Service Level Agreement.
- 5.2 The Members' Agreement deals with the constitutional aspects of the company and the Service Level Agreement outlines the service that will be provided by Capital Letters. The principles of what service is expected by boroughs from Capital Letters is outlined in the Members' Agreement. The Service Level Agreement outlines the terms and conditions upon which Capital Letters will delivering a service to Brent in procuring accommodation.
- 5.3 The offer from Capital Letters is bespoke. They provide a menu of products tailored to local priorities. Since membership, the Council has agreed with

Capital Letters a service that increases the number of private rented accommodation (PRS) supply to assist the Council in discharging it's prevention and relief duties.

6.0 Financial Implications

- 6.1 The value of the services provided within the contract is £3,585,600, including the subsidy provided by MHCLG. The costs of seconded staff have not been included as the staff are being paid by the Council rather than by Capital Letters.
- 6.2 It is anticipated that the cost of this contract will be funded from within the existing Housing General Fund budget.
- 6.3 Whilst the costs of the contract are not insignificant, they are lower than would otherwise be the case, due to the MHCLG subsidy provided for the first 4 years of Capital Letters' operations. The collaborative approach adopted by this pan-London arrangement also helps to reduce the uplift in costs which would otherwise occur if landlords were able to market their properties to multiple competing Councils.

7.0 Legal Implications

- 7.1 Capital Letters was established as a private company limited by guarantee and is wholly owned by the 17 London member boroughs who constitute limited liability members of the company. The governance arrangements of the company are set out in the Articles of Association of the company and Members Agreement. Critical matters are reserved to the Members and this is set out in the Members Agreement.
- 7.2 Brent is an "A" Member of Capital Letters. One of the conditions of being an "A" Member is that Brent must ensure that at least 50% of total procurement of dwellings to support the discharge of its statutory responsibility for homeless households or those at risk of homelessness (excluding nightly paid properties or properties outside the London area) is to be procured by Capital Letters. Any failure to achieve such percentage could lead to termination of the "A" member's membership.
- 7.3 It is proposed that Brent and the other boroughs enter into a Service Level Agreement or contract with Capital Letters for the duration of the Council's membership of Capital Letters (subject to early termination provisions) to procure a supply of accommodation and management services. This is a High Value Contract under the Council's Contract Standing Order based on the estimated value of the services which is approximately 3.5M. The contract value is calculated on the estimated cost of provision of services over a four year period in accordance with CSO 90. The estimated contract is in excess of the PCR 2015 threshold for services and as such would ordinarily need to be competitively procured. However, Regulation 12(7) of the PCR 2015 now specifically includes provision regarding joint arrangements between contracting authorities. Regulation 12(7) provides that an agreement concluded between two or more contracting authorities shall not be deemed to

be a public contract (and thus subject to procurement) where all of the following apply:

- (a) the contract establishes or implements a co-operation between the participating contracting authorities with the aim of ensuring that public services they have to perform are provided with a view to achieving objectives they have in common;
- (b) the implementation of that co-operation is governed solely by considerations relating to the public interest; and
- (c) the participating contracting authorities perform on the open market less than 20% of the activities concerned by the co-operation.
- 7.4 Given the nature of the arrangements between the 17 London boroughs in respect of Capital Letters, the conditions outlined in Regulation 12(7) of the PCR 2015 would appear to be met and the award of the contract would not be in breach of PCR 2015.
- 7.5 The award of the contract is subject to the Council's Contract Standing Orders and Financial Regulations in respect of High Value Contracts and as such, Cabinet approval is required for the award of the contract.
- 7.6 Paragraph 4.25 above refers to the fact that staff have been seconded to work at Capital Letters since October 2019, to continue with the procurement activities they were previously undertaking for Brent. If the arrangement with Capital Letters is now to become longer term then it is more likely that TUPE will come to apply in respect of these staff. As such HR advice should be sought in respect of necessary steps which will need to be taken in respect of this position.

8.0 Equality Implications

- 8.1 The proposals in this report have been subject to screening and officers believe that there are no equality implications.
- 8.2 Having due regard involves the need to enquire into whether and how a proposed decision disproportionately affects people with a protected characteristic and the need to consider taking steps to meet the needs of persons who share a protected characteristic that are different from the needs of persons who do not share it. This includes removing or minimising disadvantages suffered by persons who share a protected characteristic that are connected to that characteristic.
- 8.3 There is no prescribed manner in which the council must exercise its public sector equality duty but having an adequate evidence base for its decision is necessary. Cabinet is referred to the contents of this report for information, in particular the Equality Analysis at Appendix 1 and paragraph 8.2 of the report.

- 9.0 Any Other Implications (HR, Property, Environmental Sustainability where necessary)
- 9.1 The HR concerns regarding any extension to the Secondment arrangements are covered in 7.6 above.

Report sign off:

Phil Porter

Strategic Director of Community Wellbeing





EQUALITY ANALYSIS (EA)

POLICY/PROPOSAL:	Enter into a contract with Capital Letters	
DEPARTMENT:	Community Wellbeing	
TEAM:	Housing Needs Service	
LEAD OFFICER:	Saleema Nuraney	
DATE:	21-10-2020	

NB: Please ensure you have read the accompanying EA guidance and instructions in full.

SECTION A - INITIAL SCREENING

1. Please provide a description of the policy, proposal, change or initiative, and a summary its objectives and the intended results.

This equalities analysis is based on the proposal to enter into a contract with Capital Letters for the provision of accommodation for homeless households.

Capital Letters is a pan London accommodation procurement and management company, set up and owned by 17 local authorities across London. By working collaboratively with London boroughs, it is their intention to reduce competition between councils and to produce better outcomes for London's homeless households.

The Ministry of Housing, Communities and Local Government (MHCLG) have allocated £38 million to support Capital Letters over a three year period and the establishment of Capital Letters was coordinated by London Councils and the London Housing Directors' Group.

This exercise is designed to provide a sufficient supply of private rented sector (PRS) accommodation to meet demand from homeless households, to allow the council to move away from the use of expensive and less desirable nightly paid accommodation and to enable the placement of households in or closer to Brent.

For the period April 2018 to March 2020, 877 housholds were placed into PRS accommodation.



The principal aim of joining Capital Letters is to:

- Increase good quality PRS supply nearer the borough
- Assist the Council to discharge its prevention and relief duties into the private rented sector and to meets it's statutory duty to households who are eligible under the Housing Act 96 (as amended).
- Meet housing need through provision of appropriate affordable accommodation
- Promote a consistent approach to the letting of PRS accommodation
- Reduce competition between Councils when trying to secure the limited supply of accommodation that is available
- 2. Who may be affected by this policy or proposal?

The policy will directly benefit homeless families who have approached the Council and are eligible for suitable accommodation. The families are from various ethnic backgrounds and include those who may not have English as their first language as well as those who do.

Four members of Council staff may also affected as they are seconded to Capital Letters for the duration of the project.

3. Is there relevance to equality and the council's public sector equality duty? Please explain why. If your answer is no, you must still provide an explanation.

Eliminate discrimination (including indirect discrimination), harassment and victimisation;

The council will allocate accommodation in line with Brent's Placement Policy which will ensure that everyone's housing need is met in a fair, consistent and non discriminatory manner.

Once clients are accepted under the Housing Act 96, they are allocated a Private Rented Offers (PRO) officer who acts as the client's caseworker and assists with undertaking reviews on the suitability of the PRS offer (should the client feel the accommodation is not suitable, the Reviews team would investigate the merits of the suitability review), fear of violence investigations and works with accommodation providers and other agencies to resolve complaints and tenancy support issues including claims of harassment or discrimination.



Regular performance monitoring allows the Council to ensure there is a consistent approach to complaints and that the housing need is being provided with a caring and responsive approach with regards to complaints of harassment.

Advance equality of opportunity;

Clients with learning disabilities, mental health issues, sensory or physical impairment are also able to access floating support either through a self referral or through a referral from the Council.

Support is also provided by Families Floating Support Service who provide support to families with housing related needs. They are able to arrange interpreters where necessary and help clients liaise with various services e.g. mental health services, hospitals, GP, social services and schools. They work closely with other agencies such as Look Ahead who deal with people with physical or learning difficulties, Elders Voice who deal with elderly applicants, Sanctuary who deal with victims of domestic abuse, Thames Reach who provide floating support for applicants with mental health issues. Whilst this list is not exhaustive, access to these services ensures a sensitive and responsive approach is taken with regard to meeting their housing needs and ensure equal access.

Regular performance monitoring will enable the Council to ensure there is a consistent approach to complaints and that the housing need is being provided with a caring and responsive approach with regards to complaints of harassment, discrimination or victimisation.

The Service will facilitate better monitoring of families who are housed through this scheme by ensuring that protected characteristics are captured by all staff via the current monitoring mechanisms currently in place.

4. Please indicate with an "X" the potential impact of the policy or proposal on groups with each protected characteristic. Carefully consider if the proposal will impact on people in different ways as a result of their characteristics.

Characteristic	IMPACT			
Characteristic	Positive	Neutral/None	Negative	
Age		x		
Sex		x		
Race	x			



Disability		x	
Sexual orientation		x	
Gender reassignment		x	
Religion or belief		x	
Pregnancy or maternity	x		
Marriage		x	

5. Please complete **each row** of the checklist with an "X".

SCREENING CHECKLIST			
	YES	NO	
Have you established that the policy or proposal <i>is</i> relevant to the council's public sector equality duty?	x		
Does the policy or proposal relate to an area with known inequalities?	x		
Would the policy or proposal change or remove services used by vulnerable groups of people?	x		
Has the potential for negative or positive equality impacts been identified with this policy or proposal?	x		

If you have answered YES to ANY of the above, then proceed to section B. If you have answered NO to ALL of the above, then proceed straight to section D.



SECTION B - IMPACTS ANALYSIS

1. Outline what information and evidence have you gathered and considered for this analysis. If there is little, then explain your judgements in detail and your plans to validate them with evidence. If you have monitoring information available, include it here.

The information used for this analysis is taken from the Housing Northgate database for period April 2018 to March 2020 and consists of households who have been accommodated in the private rented sector.

2. For each "protected characteristic" provide details of all the potential or known impacts identified, both positive and negative, and explain how you have reached these conclusions based on the information and evidence listed above. Where appropriate state "not applicable".

AGE

Details of impacts identified

Households will not be discriminated against because of their age. Analysis indicates that there will be a positive impact on clients aged between 25-44 as they currently make up 60% of households in PRS accommodation. This is the most significant group of people who are positively impacted in relation to families with children.

DISABILITY

Households will not be discriminated againt because of their disability. The provision of accommodation is based on client need. Where adapted or single level accommodation is required, Capital Letters is informed to procure suitable accommodation. Due to the shortage of adapted properties, preference is given to households who require properties that have been adapted or developed for people with a disability.

Details of impacts identified

Analysis indicates there have been 16 households who have been accommodated in adapted properties however it is important to note that disability data was not available for 43% of this cohort so it is possible there may have been more than 16 households. Applicants who have an illness or disability are required to complete a medical form and include as much detail as possible to enable an accurate assessment. Medical priority is awarded following an assessment and recommendation from the Council's District Medical Officer (DMO). If the DMO has made a recommendation for a specific type of property e.g. ground floor or single level access accommodation but where none is available, accommodation with downstairs facilities are sought to meet the applicant's housing need. This flexible



approach is adopted largely due to the difficulties in procuring adapted properties to meet the needs of disabled applicants.

Clients with learning disabilities, mental health issues, sensory or physical impairment are also able to access floating support either through a self referral or through a referral from the Council. All referrals are submitted to Thames Reach who would identify their support needs and assist directly or refer to relevant organisation.

Support is also provided by Families Floating Support Service who provide support to families with housing related needs. The types of support offered are :

- 1. helping families to access appropriate welfare benefits
- 2. helping people into education, training and employment
- 3. support with finding debt-cancelling agencies where applicable
- support with finding appropriate agencies for physical and mental health needs
- helping families to keep tenancies and prevent repeated homelessness
- 6. helping families reintegrate into the community
- 7. supporting people experiencing domestic violence
- 8. supporting families with social/cultural issues

They are also able to arrange interpreters where necessary and help clients liaise with various service e.g. mental health services, hospitals, GP, social services and schools to name a few.

RACE



RELIGION OR BELIEF	
Details of impacts identified	There is insufficient data to undertake an effective analysis however there is likely to be a positive impact on households with children or pregnant mothers as the majority of households who access this service are eligible families with children. Pregnancy is also classified as a priority need when determining if a household is eligible for assistance under the Housing Act 96 (as amended).
PREGANCY AND MATERNITY	
Details of impacts identified	Households will not be discriminated against based on their sexual orientation. Data is not available for 106 households however analysis indicates there is a positive impact on heterosexuals who consist of 90% of households who are accommodated in the private rented sector.
SEXUAL ORIENTATION	
Details of impacts identified	Households will not be discriminated against based on their sex. However analysis indicates that 69% of households in PRS accommodation are headed by women therefore the provision of PRS accommodation through Capital Letters will have a positive impact on women.
	important to note that data is not available for 191 households. There are 46% of households accommodated in PRS accommodation from the Black community (African, Caribbean, Somalian, Other), 19% are from the White community (Irish, UK, Other), 19% are from Mixed or Other Communities (Afghan, Arab, Other EEA) and 16% are from the Asian community (Indian, Pakistani, Chinese, Other).
Details of impacts identified	represented among homeless acceptances (compared to the general population). The majority of households who access PRS accommodation are from BAME households and are therefore positively impacted (specifically the Black African community) however it is also
	Households will not be discriminated against because of their race. A sensitive and flexible approach to meeting clients' housing need is taken to ensure adequate and suitable provision is made. People from black and minority ethnic communities are also more likely to be impacted because they are over-



Details of impacts identified	There is insufficient data to undertake an effective analysis. Households will not be discriminated against this characteristic.
	GENDER REASSIGNMENT
Details of impacts identified	There is insufficient data to undertake an effective. Households will not be discriminated against this characteristic.
	MARRIAGE & CIVIL PARTNERSHIP
Details of impacts identified	Households will not be discriminated against this characteristic. Data is not available for 118 households however analysis indicates there are currently 46% of households in PRS accommodation who are single/never married compared with 27% who are married.
	ants in any engagement initiatives representative of the people who will ur proposal and is further engagement required?
N/A	
5. Please detail any	areas identified as requiring further data or detailed analysis.
6. If, following your these can be justi	action plan, negative impacts will or may remain, please explain how fied?
N/A	

7. Outline how you will monitor the actual, ongoing impact of the policy or proposal?



There will be on-going performance monitoring via quarterly contract meetings held with Capital Letters as well as monthly operational meetings.

The number of complaints will also be used as a monitoring mechanism to ensure customers have been treated fairly and have not experienced discrimination on the basis of any of the protected characteristics.

Regular performance monitoring will ensure that the scheme does not operate in a manner that disadvantages or discriminates against any particular group.

SECTION C - CONCLUSIONS

Based on the analysis above, please detail your overall conclusions. State if any mitigating actions are required to alleviate negative impacts, what these are and what the desired outcomes will be. If positive equality impacts have been identified, consider what actions you can take to enhance them. If you have decided to justify and continue with the policy despite negative equality impacts, provide your justification. If you are to stop the policy, explain why.

Overall the policy is intended to ensure availability of enough suitable accommodation for homeless households to allow the council to meet its duties at a cost that it can sustain and which are affordable to homeless households, against the background of an increasingly difficult market, marked by rapid increases in rent costs.

The policy is also intended to provide more certain and sustainable outcomes for homeless households and enable them to be accommodated within Brent. The offer of a private rented sector accommodation will mean that households can move into more settled accommodation that is affordable, enabling them to settle in a neighbourhood, engage with local services and opportunities and plan their futures with more certainty.

No negative impacts have been identified. The positive equality impacts which have been identified will remain due to the eligibility criteria of the households who can access the service.

Brent Council is committed to the principle of equal opportunities in the delivery of all of its services and will seek to ensure that the Capital Letters initiative is applied in a manner that is fair to all sections of the community regardless of their protected characteristic.

Brent Council and its partners will be responsive, accessible and sensitive to the needs of all applicants. They will not tolerate prejudice and discrimination and will actively promote equality.

The contract terms will ensure households nominated by the Council receive the best possible service in accordance with their individual needs and requirements and



there is a clear understanding of the relationship between the Council and Capital Letters.

The Council will allocate accommodation in line with Brent's Placement Policy which will ensure that everyone's housing need is met in a fair, consistent and non discriminatory manner.

The service requirements will ensure that properties procured by Capital Letters will meet rigorous standards, including adhering to the "minimum property standard" as defined in the service level agreement.

SECTION D - RESULT

	Please select one of the following options. Mark with an "X".	
A	CONTINUE WITH THE POLICY/PROPOSAL UNCHANGED	X
В	JUSTIFY AND CONTINUE THE POLICY/PROPOSAL	
С	CHANGE / ADJUST THE POLICY/PROPOSAL	
D	STOP OR ABANDON THE POLICY/PROPOSAL	

SECTION E - ACTION PLAN

This will help you monitor the steps you have identified to reduce the negative impacts (or increase the positive); monitor actual or ongoing impacts; plan reviews and any further engagement or analysis required.

Action	Expected outcome	Officer	Completion Date



	1	1

SECTION F - SIGN OFF

Please ensure this section is signed and dated.

OFFICER:	Saleema Nuraney
REVIEWING OFFICER:	
HEAD OF SERVICE:	Laurence Coaker 17 November 2020





Cabinet 07 December 2020

Report from the Strategic Director of Customer and Digital Services

National Non-Domestic Rates – Applications for Discretionary Rate Relief

Wards Affected:	All
Key or Non-Key Decision:	Key
Open or Part/Fully Exempt:	Open
No. of Appendices:	Two: Appendix 1: Eligibility Criteria for Applications for NNDR Discretionary Relief for Charities & From Non Profit Making Organisations Appendix 2 New Applications for Discretionary Rate Relief – Local Charities and Non-Profit Bodies
Background Papers:	None
Contact Officer(s):	Peter Cosgrove, Head of Revenue and Debt Peter.Cosgrove@brent.gov.uk Tel: 02089372307

1.0 Purpose of the Report

- 1.1 The Council has the discretion to award rate relief to charities or non-profitmaking bodies. It also has the discretion to remit an individual National Non-Domestic Rate (NNDR) liability in whole or in part on the grounds of hardship. The award of discretionary rate relief is based on policy and criteria agreed by Cabinet on 15 November 2016. New applications for relief are required to be considered by the Cabinet pursuant to the Council's existing policy and criteria for determining entitlement to discretionary rate relief in respect of NNDR.
- 1.2 The report details all new applications for relief received since Cabinet last considered such applications in May 2020 as appendix 2.

2.0 Recommendation(s)

- 2.1 That the applications for discretionary rate relief in respect of national nondomestic rate liability as set out and detailed in Appendix 2 to this report be approved
- 2.2 That the policy amendment removing the end date of 31 March 2020 be approved and that the review to commence in October 2021 be approved..

2.0 Detail

- 3.1 Details of the Council's discretion to grant rate relief to charities, registered community amateur sports clubs and non-profit making organisations are contained in the financial and legal implications' sections (4 and 5).
- 3.2 Appendix 1 sets out the criteria and factors to consider for applications for NNDR relief from Charities and non-profit making organisations. This Has been amended to the extend that awards will be reviewed from time to time.
- 3.3 Appendix 2 lists new applications from local and non-local charities that meet the criteria. These receive 80% mandatory relief, where they meet the criteria the council will award local charities up to 100% discretionary relief in respect of the remaining 20% balance and will award non local charities 25% relief in respect of the remaining 20% balance. It also shows the cost to the Council if discretionary relief is awarded. Non-profit organisations receive no mandatory relief but may receive up to 25% relief on the rates due. The applications in this report relate to Crisis which as a national charity and is therefore restricted to 25% relief of the 20% they are required to pay in accordance with Council Policy. The other application, Kingsbury Town Football Club, is not entitled to mandatory relief as a non-profit organisation, under Council policy it may receive 25% relief of the rates due, note it has no rates to pay for 2020/21 due to the extended retail relief provided by government in light of the Covid-19 pandemic.
- 3.4 The criteria for awarding discretionary rate relief focuses on ensuring that the arrangements are consistent with corporate policies and relief is directed to those organisations providing a recognised valued service to the residents of Brent, particularly the vulnerable and those less able to look after themselves. Further detail is set out in Appendix 1. Should relief be granted entitlement will remain until 31 March 2023 unless there are any changes to the organisation. The scheme will be reviewed in October 2021 when organisations will be required to reapply for relief from April 2023. This means qualifying organisations always have a 12 notice of any changes.
- 3.5 Charities and registered community amateur sports clubs are entitled to at least 80% mandatory rate relief and the council has discretion to grant additional relief up to the 100% maximum
- 3.6 Non-profit making organisations do not receive any mandatory relief, but the Council has the discretion to grant rate relief up to the 100% maximum. However, the council's policy limits relief for these to 25%.

4.0 Financial Implications

- 4.1 From 1 April 2018 the council has been part of a pan London business rates pool whereby a percentage of the income from business rates is retained by the council and the GLA and a single levy payment to is paid to central government. From 1 April 2020 the retained share is 67% with the council picking up 30% of any discretionary rate relief awarded.
- 4.2 The Council, where it has decided to grant relief, has followed a general guideline of granting 25% of the discretionary element to non-local charity and local non-profit manking organisation.

- 4.3 Any additional awards of relief will reduce income to the Council by 30% in 2020/21.
- 4.4 The total costs of awarding discretionary relief to the two organisations detailed in Appendix 2 is £12,112 over the four years, with a £922 reduction to the council's projected income from its retained Business Rates income from 2020/21 onwards.

5.0 Legal Implications

Discretionary Rate relief

- 5.1 Under the Local Government Finance Act 1988, charities are only liable to pay 20% of the NNDR that would otherwise be payable where a property is used wholly or mainly for charitable purposes. This award amounts to 80% mandatory relief of the full amount due. For the purposes of the Act, a charity is an organisation or trust established for charitable purposes, registration with the Charity Commission is conclusive evidence of this. Under the Local Government Act 2003, registered Community Amateur Sports Clubs also qualify for 80% mandatory relief.
- 5.2 The Council has discretion to grant relief of up to 100% of the amount otherwise due to charities, Community Amateur Sports Clubs, and non-profit making organisations meeting criteria set out in the legislation. These criteria cover those whose objects are concerned with philanthropy, religion, education, social welfare, science, literature, the fine arts, or recreation. Guidance has been issued in respect of the exercise of this discretion and authorities are advised to have readily understood policies for deciding whether or not to grant relief and for determining the amount of relief. Details of the policy are contained in Appendix 1.
- 5.3 The Non-Domestic Rating (Discretionary Relief) Regulations 1989 allow the London Borough of Brent to grant the relief for a fixed period. One year's notice is required of any decision to revoke or vary the amount of relief granted, if in the case of a variation, it would result in the amount of rates increasing. The notice must take effect at the end of the financial year.
- 5.4 The operation of blanket decisions to refuse discretionary relief across the board would be susceptible to legal challenge on grounds that the Council could be fettering its discretion. The legal advice provided to officers and Members is that each case should be considered on its merits.

6.0 Equality Implications

6.1 Applications have been received from a wide variety of diverse charities and organisations, and an Impact Needs Analysis Requirement Assessment (INRA) as carried out in 2008 when the criteria were originally agreed. As there were no changes made to the criteria in September 2013 an Equality Impact assessment was not required. All ratepayers receive information with the annual rate bill informing them of the availability of discretionary and hardship rate relief.

7.0 Consultation with Ward Members and Stakeholders

7.1 None.

8.0 Human Resources/Property Implications (if appropriate)

8.1 None

Related documents: Report to Cabinet 15 November 2016 – National Non-Domestic Relief – Review of Discretionary Rate Relief Policy

Report sign off:

Peter Gadsdon

Strategic Director of Customer and Digital Services

ELIGIBILITY CRITERIA FOR APPLICATIONS FOR NNDR DISCRETIONARY RELIEF FOR CHARITIES & FROM NON PROFIT MAKING ORGANISATIONS

Introduction

The following details the criteria against which the Local Authority will consider applications from non-profit making organisations. In each case the individual merits of the case will be considered.

- (a) Eligibility criteria
- (b) Factors to be taken into account
- (c) Parts of the process.
- (a) Eligibility Criteria

(a)	Eligibility criteria
	The applicant must be a charity or exempt from registration as a charity, a non-
	profit making organisation or registered community amateur sports club (CASC)
	All or part of the property must be occupied for the purpose of one or more
	institutions or other organisations which are not established or conducted for

- profit and whose main objects are charitable or otherwise philanthropic or religious or concerned with education, social welfare, science, literature or the fine arts; or
- ☐ The property must be wholly or mainly used for the purposes of recreation, and all or part of it is occupied for the purposes of a club, society or other organisation not established or conducted for profit.

(b) Factors to be taken into account

The London Borough of Brent is keen to ensure that any relief awarded is justified and directed to those organisations making a valuable contribution to the well-being of local residents. The following factors will therefore be considered:

- a. The organisation should provide facilities that indirectly relieve the authority of the need to do so, or enhance or supplement those that it does provide
- b. The organisation should provide training or education for its members, with schemes for particular groups to develop skills
- c. It should have facilities provided by self-help or grant aid. Use of self-help and / or grant aid is an indicator that the club is more deserving of relief d. The organisation should be able to demonstrate a major local contribution.
- e. The organisation should have a clear policy on equal opportunity.
- f. There should be policies on freedom of access and membership.
- g. It should be clear as to which members of the community benefit from the work of the organisation.
- h. Membership should be open to all sections of the community and the majority of members should be Brent residents
- i. If there is a licensed bar as part of the premises, this must not be the principle activity undertaken and should be a minor function in relation to the services provided by the organisation.
- j. The organisation must be properly run and be able to produce a copy of their constitution and fully audited accounts.

k. The organisation must not have any unauthorised indebtedness to the London Borough of Brent. Rates are due and payable until a claim for discretionary rate relief is heard

(c) Parts of the process

No Right of Appeal

Once the application has been processed, the ratepayer will be notified in writing of the decision. As this is a discretionary power there is no formal appeal process against the Council's decision. However, we will re-consider our decision in the light of any additional points made. If the application is successful and the organisation is awarded discretionary rate relief, it will be applied to the account and an amended bill will be issued.

Notification of Change of Circumstances

Rate payers are required to notify any change of circumstances which may have an impact on the award of discretionary rate relief.

Duration of award

All awards will be reviewed periodically by the Council on a timescale to be approved from time to time. Prior to any review period applications will be sent inviting recipients to re-apply, this will ensure the conditions on which relief was previously awarded still apply to their organisation. This will help ensure that the Council's rate records remain accurate.

Withdrawal of relief

One years' notice has to be given by the Council for the withdrawal of relief

Unlawful activities

Should an applicant in receipt of discretionary rate relief be found guilty of unlawful activities for whatever reason, entitlement will be forfeited from the date of conviction.

Appendix 2 New Applications for Discretionary Rate Relief – National Charities – 80% Mandatory Relief, up to 25% Discretionary Relief of remaining liability.

Reference	Relief awarded	Charity/Non-	Total	Amount of	Cost to
	to: name of	Profit	remaining	discretionary	Brent at
	organisation	Organisation	liability	relief per year	48% for
					2019/20 -
					and 30%
					2020/21 -
					2022/23
33137728	Crisis UK	Charity	2019/20 -	£511.23 (25%)	245.39
			£2,044.92		
33137728	Crisis UK	Charity	2020/21 -	£691.20 (25%)	622.08
			£2,764.80		

New Applications for Discretionary Rate Relief – Non-Profit Organisations – maximum 25%Relief.

Reference	Relief awarded	Charity/Non-	Total Charge	Amount of	Cost to
	to: name of	Profit		discretionary	Brent at
	organisation	Organisation		relief per year	48% for
					2019/20 -
					and 30%
					2020/21 -
					2022/23
3052780X	Kingsbury	Non-Profit	2019/20 -	£2,381.87	3,286.99
	Town Football	Organisation	£9,527.51	(25%)	
	Club				





Cabinet 07 December 2020

Report from Strategic Director, Regeneration & Environment

Authority to award a contract for refurbishment works at Stonebridge Annexe

Wards Affected:	Stonebridge			
Key or Non-Key Decision:	Key			
Open or Part/Fully Exempt:	Part Exempt - Appendix 1 is not for publication as it contains the following category of exempt information as specified in Paragraph 3, Schedule 12A of the Local Government Act 1972, namely: "Information relating to the financial or business affairs of any particular person (including the authority holding that information).			
No. of Appendices:	Two: Appendix 1 – Supplier Details (<i>This report contains exempt information</i>) Appendix 2 – Moderation Sheet			
Background Papers:	None			
Contact Officer(s):	Joy Ogbechi, Capital Project Manager Property & Assets, Regeneration & Environment Email: joy.ogbechi@brent.gov.uk Tel: 020 8937 3386 Neil Martin, Interim Capital Programme Manager Property & Assets, Regeneration & Environment Email: neil.martin@brent.gov.uk Tel: 020 8937 4203			

1.0 Purpose of the Report

1.1 This report concerns the refurbishment works at Stonebridge Annexe to provide a temporary location for Brent Start whilst Morland Gardens is redeveloped. This report requests approval to award a contract for the refurbishment works at Stonebridge Annexe as per Contract Standing Order 88.

2.0 Recommendation(s)

Cabinet is requested to:

- 2.1 Approve the award of a contract for the refurbishment works at Stonebridge Annexe to Engie Regeneration UK & Ireland for £1,197,038.48, subject to the satisfactory completion of the Judicial Review of the planning permission decision process in respect of the Morland Gardens re-development.
- 2.2 Note the update on the Morland Gardens redevelopment as per paragraphs 3.12 3.14.

3.0 Background

- 3.1 On 14 January 2020, Cabinet approved a number of recommendations relating to the Morland Gardens redevelopment.
- 3.2 A recommendation was made to use the former Stonebridge School Annexe building on Twybridge Way as a temporary building location for Brent Start whilst Morland Gardens was to be redeveloped. This building was identified as the priority site to accommodate Brent Start during a two-year build process based on the indicative programme provided to Cabinet in January 2020.
- 3.3 A multidisciplinary consultancy organisation was appointed to work with Brent Start to confirm their requirements for the Annexe and ensure the refurbishment works met these as well as bringing the building to an acceptable standard for the proposed short-term arrangements.
- 3.4 In accordance with Contract Standing Orders 88 and 89, pre-tender considerations were set out and approved by the Operational Director, Property & Assets on 18 May 2020. The Fusion 21 Construction and improvement framework, lot 2b Education Internal and External Refurbishment with Build was proposed. The framework was confirmed as legally compliant and the authority to procure.
- 3.5 In accordance with the Framework's rules, all contractors on the Framework Lot were invited to express interest in the opportunity and evaluated on the basis of the contractors' financial viability, technical ability and social values. Eight contractors were invited to tender via the London Tenders Portal and this process was managed by officers in Procurement.
- 3.6 All suppliers were given an opportunity to visit the site to assist them in submitting a bid. Six bids were received by the due date of 3 July 2020.

Tender Evaluation

- 3.7 The instructions to tenderers document stated the contract would be awarded on the basis of the most economically advantageous offer to the Council based on the following evaluation criteria:
 - Commercial / Price: 50%
 - Quality: 40%
 - Social Value: 10%
- 3.8 The Council's appointed technical consultants undertook a detailed evaluation of the pricing submissions. This review process included checking for any

formulaic or mathematical errors and issuing queries to each bidder to clarify any qualifications or exclusions in order to ensure compliant bids were received.

3.9 The quality and social value components were evaluated by a panel of officers from Procurement, Property & Assets and Brent Start. Table 1 below shows the summary ITT evaluation scores of the suppliers and Appendix 2 provides a more detailed breakdown of the full tender evaluation outcome.

Supplier	Price Score %	Quality Score %	Social Value Score %	Total Score %	Ranking
Supplier 1	49.10	24.00	4.00	77.10	2
Supplier 2	47.50	23.60	4.60	75.70	3
Supplier 3	50.00	28.00	4.80	82.80	1
Supplier 4	35.68	18.00	7.00	60.68	6
Supplier 5	37.95	28.40	4.80	71.15	4
Supplier 6	39.40	25.60	4.00	69.00	5

Table 1 – Tender Evaluation Summary

3.10 Supplier 3 was the highest scoring bidder scoring 82.80% overall. Their quality score was 28%, their social value score was 4.80% and their pricing submission was £1,197,038.48 which scored 50%. This is within the budget assigned to the Stonebridge Annexe refurbishment works within the wider Morland Gardens budget approved by Cabinet in January 2020.

Way Forward

3.11 Subject to the satisfactory completion of the Judicial Review of the planning permission decision process for Morland Gardens and subsequent contract award approval for the refurbishment works to Stonebridge Annexe by Cabinet, the next step is to inform supplier 3 of their success and to draft contract documents. Officers will also inform the other five suppliers of the outcome and provide feedback on their respective bids.

Morland Gardens Update

- 3.12 On 12 August 2020, Brent's Planning Committee approved the Morland Gardens redevelopment, subject to Greater London Authority (GLA) approval. The GLA approved the application on 26 October 2020. Planning permission was then granted on 30 October 2020.
- 3.13 A Judicial Review of this decision can be made six weeks after the decision is enacted and this period will run from 02 November 2020 until 14 December 2020. Subject to the satisfactory completion of this process, officers will seek approval of the pre-tender considerations in order to procure the contractor for the Morland Gardens site redevelopment from Cabinet in January 2021.
- 3.14 Following on from the inviting of tenders and subsequent evaluation, officers will seek approval to award the contract in line with the Council's Contract Standing Orders for High Value Works Contracts.

4.0 Financial Implications

- 4.1 The Morland Gardens project budget was approved by Cabinet on 14 January 2020. The total project budget is £43m of which £1.5m was assigned for the refurbishment and decant costs for Brent Start.
- 4.2 The highest scoring supplier's contract price is £1,197,038.48 which is within the budget for this specific project work stream. Finance officers have reviewed the financial strength of the contractor and they have met the Council's minimum standards.
- 4.3 The cost of this contract will be funded from the allocated budget.

5.0 Legal Implications

EU Regulations

- 5.1 The contract falls within the definition of a 'public works contract' under the Public Contracts Regulations 2015 ('EU Regulations') but as the value of the contract is below the EU procurement threshold for works (currently £4,551,413), the procurement is not subject to the requirements of the EU Regulations. However, contracting authorities are expected to comply with the principles of the Treaty of the Functioning of the European Union of transparency, non-discrimination, fairness and equal treatment when procuring, by publishing the contract opportunity and undertaking a competitive procurement process before the contract is awarded.
- 5.2 In this case, an OJEU compliant framework agreement established pursuant to the EU Regulations was used to procure the Contract (namely, the Framework referred to in paragraph 3.4 above) and as permitted under Regulation 33(8) of the EU Regulations.

Council CSOs

5.3 The award of the Contract is subject to the Council's own CSOs in respect of Medium Value Contracts and Financial Regulations. In this respect, it is noted that, in satisfaction of CSO 86(e)(ii), the Council's participation in the Framework has been confirmed as legally permissible by the Director of Legal, HR, Audit & Investigations (by way of report dated 26 March 2020) and considered appropriate for use in respect of this Contract. The relevant Chief Officer (Operational Director, Property & Assets) also approved the pre-tender considerations raised in respect of this Contract as set out in CSO 89 and the inviting of tenders for the Contract in accordance with CSO 88, and has confirmed there is sufficient budgetary provision for the Contract as required by CSO 86(e)(ii) (as provided in the report dated 18 May 2020).

Authority to Award

5.4 The original decision was made on August 26 2020 under powers delegated to the Strategic Director, Regeneration and Environment. The decision was called in for Scrutiny for the following reasons;

The decision should be deferred until:

- 1. It is certain that the proposals for 1 Morland Gardens comprised in the 1 Morland Gardens Application have received all necessary consents, including GLA consent; and
- 2. The legislatively required minimum of three bat emergence/re-entry surveys between May and September in one year have been undertaken, consequent assessments undertaken, the results considered and appropriate response actioned; and
- 3. The potential requirement of bat surveys for the Stonebridge Annexe considered and (if necessary) dealt with as above.

So that (in the case of 2 and 3 above) the Council as landowner can be certain it is not in peril of committing a criminal offence.

- 5.5 The GLA subsequently approved the scheme for Morland Gardens and Planning Consent was issued on October 30 2020. Bat Surveys will be required at Morland Gardens before the works commence on site in order to ensure no construction activity disturbs any potential bat activity on site. Surveys will be completed in line with industry guidance (Bat Conservation Trust "Bat Surveys for Professional Ecologists"). Any bat activity identified will require construction related activities to be carefully managed and licences in place before works can commence. These surveys are part of the planning conditions that will have to be satisfactorily released before works on site can commence. Ecological Surveyors have completed a bat survey at the Annexe and determined there is no bat activity on site that would prohibit the internal refurbishment works to the building. Should any bat activity be identified whilst the contractor is on site. works will stop and the contractor will seek the relevant approvals to continue work whilst protecting the bats. Colleagues in the Council's legal service have confirmed that the process utilised complies with statute and the Conservation of Habitats and Species Regulations (2017) (as amended).
- Despite this being a medium value works contract and Chief Officers and Operational Directors having delegated powers to award contracts of this size (paragraphs 9.5 and 9.7, Part 3 of the Constitution), officers are requesting Cabinet to approve the contract award for the refurbishment works at Stonebridge Annexe to Engie Regeneration UK & Ireland for £1,197,038.48.

Contract Terms & Conditions

5.7 The contract will be administered using the 2016 JCT Intermediate Building Contract with Contractor's Design with the Council's amendments.

6.0 Equality Implications

- 6.1 Members are referred to the Equalities Implications described and appended Equality Impact Assessment from the Morland Gardens Cabinet Report from January 2020.
- 6.2 Specific to the contract award for the refurbishment works at Stonebridge Annexe, Brent Start learners will need clear notice of the changes to the venue of the provision along with significant advance notice.

7.0 Staffing/Accommodation Implications

- 7.1 Clear and ongoing communication with staff will be required to ensure they understand the interim arrangements during Brent Start's time at the Annexe whilst the delivery of the new building takes place. For example, staff will need to adjust their travel to work plans.
- 7.2 The intended use of the Annexe (former school building) for adult education purposes constitutes a change of use and the Council is therefore under an obligation to advise the Secretary of State for Education of the change of use in accordance with schedule 1 of the Academy Act 2010. A letter was sent to the Department for Education (DfE) to inform them of the change of use prior to occupation and this was acknowledged.

8.0 Consultation with Ward Members and Stakeholders

- 8.1 The Lead Members for Regeneration, Property and Planning and also for Schools, Employment and Skills have agreed to the proposed process outlined within this report.
- 8.2 Ward members were advised of the Morland Gardens project progress and planning committee decision in September 2020. Further consultation will take place following the satisfactory completion of the Judicial Review of the planning permission decision process.

9.0 Social Value

- 9.1 The Council is under duty pursuant to the Public Services (Social Value) Act 2012 ("the Social Value Act") to consider how services being procured might improve the economic, social and environmental well-being of its area; how, in conducting the procurement process, the Council might act with a view to securing that improvement; and whether the Council should undertake consultation. This duty does not strictly apply to the proposed contract as it is not a services contract. Nevertheless, Officers have had regard to considerations contained in the Social Value Act in relation to the procurement.
- 9.2 Ten per cent of the evaluation criteria is assigned to evaluating the suppliers' social value proposals. The highest scoring supplier included a number of initiatives in their bid including CV Clinic, accredited training courses, targeting BAME contractors in the local supply chain as well as community support to tackle antisocial behaviour and crime.

Related Documents: Morland Gardens Cabinet Report 14 January 2020

Report sign off:

ALAN LUNT

Strategic Director, Regeneration and Environment

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

Document is Restricted



Moderation Sheet - Stonebridge Annex

Ranking

Quality	Weighting	Supp	olier 1	Supp	olier 2	Supp	olier 3	Supp	olier 4	Supp	lier 5	Supp	olier 6
	5	Score	Result	Score	Result	Score	Result	Score	Result	Score	Result	Score	Result
Project Delivery & Programme	30%	3	18.00%	2	12.00%	3	18.00%	2	12.00%	4	24.00%	2	12.00%
2 Project Resources	25%	3	15.00%	4	20.00%	4	20.00%	3	15.00%	4	20.00%	4	20.00%
3 Supply Chain Management	25%	3	15.00%	3	15.00%	4	20.00%	2	10.00%	3	15.00%	4	20.00%
4 Delivery Statement	20%	3	12.00%	3	12.00%	3	12.00%	2	8.00%	3	12.00%	3	12.00%
Total out of 100%	100%	60.	00%	59.	00%	70.	00%	45.	00%	71.0	00%	64.0	00%
Total out of 35%	40%	24.	00%	23.	60%	28.	00%	18.	00%	28.4	40%	25.0	60%

So	cial Value	Weighting		lier 1	Supp	lier 2	Supp	lier 3	Supp	olier 4	Supp	lier 5	Supp	lier 6
1		5	Score	Result	Score	Result	Score	Result	Score	Result	Score	Result	Score	Result
1	Strong Foundations	2%	2	0.80%	4	1.60%	2	0.80%	4	1.60%	4	1.60%	2	0.80%
2	Every Opportunity to Succeed	3%	2	1.20%	2	1.20%	2	1.20%	4	2.40%	2	1.20%	2	1.20%
3	A Future Built for Everyone, an Economy Fit for All	3%	2	1.20%	2	1.20%	3	1.80%	3	1.80%	2	1.20%	2	1.20%
4	A Cleaner, More Considerate Brent	1%	2	0.40%	1	0.20%	3	0.60%	3	0.60%	1	0.20%	2	0.40%
	A borough where we can all feel safe, secure, happy and healthy	1%	2	0.40%	2	0.40%	2	0.40%	3	0.60%	3	0.60%	2	0.40%
То	tal	10%	4.0	0%	4.6	0%	4.8	0%	7.0	00%	4.8	0%	4.0	0%

Commercial	Weighting	Supplier 1	Supplier 2	Supplier 3	Supplier 4	Supplier 5	Supplier 6
8 Costs submission Total	50% 50%	£1,219,038 49.10 %	£1,260,069 47.50 %	£1,197,038 50.00 %	£1,677,395 35.68 %	£1,577,205 37.95 %	£1,519,021 39.40 %
Summary	Weighting	Supplier 1	Supplier 2	Supplier 3	Supplier 4	Supplier 5	Supplier 6
Quality	40%	24.00%	23.60%	28.00%	18.00%	28.40%	25.60%
Social Value	10%	4.00%	4.60%	4.80%	7.00%	4.80%	4.00%
Commercial	50%	49.10%	47.50%	50.00%	35.68%	37.95%	39.40%
Total	100%	77.10%	75.70%	82.80%	60.68%	71.15%	69.00%

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Cabinet 7 December 2020

Report from the Strategic Director Regeneration and Environment

Annual Infrastructure Funding Statement 2019/20

Wards Affected:	All, excluding parts of Harlesden, Kensal Green, Stonebridge and Tokyngton where Old Oak and Park Royal Development Corporation is the Local Planning Authority		
Key or Non-Key Decision:	Key		
Open or Part/Full Exempt:	Open		
No. of Appendices:	One: Appendix 1 – Infrastructure Funding Statement		
Background Papers:	None		
Contact Officer(s):	Ciara Whelehan, Spatial Planning Manager ciara.whelehan@brent.gov.uk Tel: 020 8937 6473		

1 Purpose of the Report

1.1 This report introduces the Council's first Infrastructure Funding Statement (IFS), which has been prepared in line with the Community Infrastructure Levy (CIL) Regulations (amended 2019).

1.2 It outlines:

- Performance on Brent's Community Infrastructure Levy (CIL) in relation to the previous financial year (2019/20);
- Performance on Section 106 (s106) planning obligations in relation to 2019/20;
- An indication of future spending priorities on infrastructure in line with the draft Brent Local Plan and associated Infrastructure Delivery Plan.

2 Recommendations

2.1 To note the content of this report and Appendix 1 'Brent Infrastructure Funding Statement 2019/20'.

2.2 To approve the Infrastructure Funding Statement set out in Appendix 1 for publication on the Council's website by 31 December 2020.

3 Detail

- 3.1 The Council has been collecting the borough's Community Infrastructure Levy (CIL) since July 2013. CIL is a levy applied to most developments granted planning permission that commence, and is for infrastructure to support the development of the area. CIL is also important in demonstrating to communities the benefits that new development can bring, including through key infrastructure projects, place-making and local improvements.
- 3.2 CIL receipts can be broken down into three distinctive portions the Strategic CIL (SCIL), the Neighbourhood CIL (NCIL) and the Administration CIL. A Mayoral CIL is also collected. This is passed on to TfL on a quarterly basis and will be used to fund Crossrail 1 (the Elizabeth Line) and Crossrail 2.
- 3.3 The Council also enters into Section 106 agreements with developers a mechanism which makes a development proposal acceptable in planning terms. S106 agreements are focused on site-specific mitigation of the impact of development such as securing affordable housing or requiring improvements to an access road. CIL, on the other hand, is designed to raise funds for infrastructure needed generally as a result of an increase in development in an area.
- 3.4 In September 2019 changes to the CIL Regulations came into effect which included a requirement for local planning authorities to publish an Annual Infrastructure Funding Statement first of which is due before 31 December 2020 outlining how much CIL and s106 income it has received for the previous year, what the income has been spent on and future spending priorities.
- 3.5 This is the Council's first Infrastructure Funding Statement and it covers the previous financial year **2019/20**.
- 3.6 Since the Council started collecting CIL in 2013, annual reports have been produced setting out the amount of CIL income, expenditure and retained receipts for the reported financial years. Monitoring of s106 income and spend is done through the annual Authority Monitoring Report. This is the first time Councils are required to report on both planning obligations and CIL in a combined report. Reporting in this way will give communities a better understanding of how developer contributions have been used/are being used to deliver infrastructure in Brent.

CIL performance in 2019/20

- 3.7 The Infrastructure Funding Statement is set out at Appendix 1 of this report.
- 3.8 A summary of CIL receipts, allocation and expenditure for 2019/20 is set out below:

Table 1: Total CIL receipts

CIL item	Total receipts £
The total value of CIL set out in all demand notices (sent to those who have assumed liability to pay CIL) issued in 2019/20	19,420,740
The total amount of CIL receipts received	27,269,890
The total amount of CIL receipts collected before the reported year but have not been allocated	86,463,947
Total CIL spent on administration 2019/20	£745,780

3.9 In 2019/20 SCIL was allocated to the following infrastructure items:

Table 2: Total SCIL allocated

Infrastructure project	SCIL Allocation 2019/20 £	Wards
To the CCG for contribution towards	3,500,000	Kilburn
the fit out of 3 medical centres in		Alperton
Alperton, South Kilburn and Wembley		Tokyngton
Park		
United Colleges Group (College of	6,500,000	Tokyngton
North West London) new facility in		
Wembley		
Morland Gardens Education facility	15,200,000	Stonebridge
Park Royal Liveable Neighbourhood	1,100,000*	*to the
(on hold due to TfL pause in		OPDC
programme but £ still allocated)		(Brent's
		contribution)
Total SCIL allocated	26,300,000	

3.10 In 2019/20 SCIL was spent on the following infrastructure items:

Table 3: Total SCIL expenditure

Infrastructure project	SCIL Expenditure 2019/20 £	Ward
Wembley Two Way Working	1,582,355	Tokyngton
Wembley North End Road	663,774	Tokyngton
Olympic Way public realm	1,054,154	Tokyngton
improvements		
Total SCIL expenditure	3,300,283	

3.11 A summary of CIL at the end of the reported year

Table 4: CIL at the end 2019/20

CIL (summary)	
CIL carried over from the previous	£84,027,462
reported years	
CIL receipts retained at the end of	£105,253,906
2019/20	

Neighbourhood CIL performance in 2019/20

- 3.12 For the reported year £4,102,277 of NCIL was collected.
- 3.13 £1,913,155 was spent on projects during the same period.
- 3.14 Through the NCIL bidding process undertaken in 2019/20, the Council approved 94 projects for funding to deliver a variety of infrastructure projects across the borough. The projects and allocated NCIL amounts, along with NCIL spend are outlined in Table 6 of the IFS.

Table 5: NCIL position at the end of 2019/20

Neighbourhood CIL (summary)		
NCIL receipts carried over from the	£12,186,862	
previous reported years		
NCIL receipts retained at the end of	£14,375,984	
2019/20		

\$106 performance in 2019/20

3.15 During the reported year, 11 s106 agreements were negotiated, details of which are listed in paragraph 3.3 in the accompanying IFS.

Table 6: S106 receipts

S106 summary	Amount
The total amount of money to be provided	£2,008,818
under any planning obligations which were	
entered into during 2019/20	
The total amount of money under any planning	£1,683,719
obligations which was received during	
2019/20	
The total amount of money under any planning	£4,684,464
obligations which was received before the	
reported year but has not been allocated	

3.16 A summary of S106 spend is below:

Name of project	S106 expenditure
TFL General Bus Improvements	£135,375
Project	
Brent Works 19-20 (Employment	£9,090
Support Initiatives)	
,	

- 3.17 In relation to non-monetary contributions 531 affordable housing units were secured. The names of the schemes along with the number of affordable housing secured are listed in Table 10 of the IFS. There are a number of other benefits secured via S106s such as employment and training plans, travel plans, affordable workspace, improvements to open spaces and tree planting.
- 3.18 The total amount of money received (under any planning obligations) during any year which was retained at the end of 2019/20 is £15,025,126. The IFS (Table 12) shows how much of this retained money has been allocated and spent during 2019/20.

Future spending priorities

- 3.19 The draft Brent Local Plan outlines an ambitious strategy to accommodate development in the borough to 2041. Over this time, the borough will continue to see a significant increase in its population, similar to levels seen over the last 20 years. This will require a substantial amount of new homes, jobs and associated physical and social infrastructure.
- 3.20 The Council has an ambitious programme of capital expenditure, and future CIL and S106 spend will be used to fund, in part or full, some of these items, which are linked to the IDP.
- 3.21 At its meeting on 7 September 2020 Cabinet approved a governance strategy to support the allocation of SCIL spend on infrastructure projects to meet the growth identified in the Brent Local Plan and the infrastructure requirements in the IDP.
- 3.22 As part of these formal governance arrangements an Infrastructure Officer Working Group will be established to coordinate and update the projects identified in the IDP, the capital pipeline (and other programmes).
- 3.23 This will allow the Council to create a framework for prioritising infrastructure projects from the "live" IDP and capital pipeline to be taken forward as priority projects for funding through SCIL, linked to growth priorities. In turn, it will inform the process of bringing forward projects for funding in the short (1 year), medium (5 years) and long term (life of the Local Plan) linked to supporting development. Results of which will inform future annual Infrastructure Funding Statements.

- 3.24 Implementing the above will seek approval of short-term priorities and ideally medium projects, the latter to be reviewed in annual updates to the IDP, capital programme and other service area programmes.
- 3.25 The recently published for consultation Planning for the Future White Paper includes a proposal to replace s106 and CIL with a single infrastructure levy. The current system of securing planning obligations is working well in Brent, and across London, and it has been successful in delivering infrastructure. However, should the single infrastructure levy be introduced it is anticipated that the Council would still be required to report on income and expenditure from planning obligations received in any given year.

4 Alternative Options Considered

- 4.1 The requirement to produce an Annual Infrastructure Funding Statement is set out in the amended CIL regulations (2019).
- 4.2 The Council must prepare an Infrastructure Funding Statement for 2019/20 and publish it online before 31 December 2020.
- 4.3 For these reasons, no alternative options have been considered.

5 Financial Implications

- 5.1 Brent Council has been collecting the borough's Community Infrastructure Levy (CIL) since July 2013. The CIL Regulations (as amended, 2019) require local planning authorities to produce an Annual Infrastructure Funding Statement, this is the first report which must be produced by 31 December 2020.
- 5.2 This report sets out Brent's performance during the previous financial year 2019/20 on:
 - Community Infrastructure Levy (CIL) in relation to the previous financial year (2019/20);
 - Section 106 planning obligations in relation to 2019/20; and
 - An indication of future spending priorities on infrastructure in line with the draft Brent Local Plan and associated Infrastructure Delivery Plan.
- 5.3 During 2019/20 financial year £26.3m was allocated to future infrastructure projects as set out in Table 2 above.
- As at 31 March 2020, there is circa £89m of unspent SCIL receipts carried over to 2020/21. However, approximately £50m has been allocated towards schemes within the existing five year capital programme and pipeline schemes. £41m of the allocation is unspent, leaving £48m of the SCIL balance unallocated. The S106 receipts carried over as at 31 March 2020 is £15m, whilst NCIL is £14.3m.

6 Legal Implications

- 6.1 The CIL Regulations (as amended, 2019) require local planning authorities to produce an Annual Infrastructure Funding Statement each year, the first of which must be produced by 31 December 2020. It will include:
 - The total value of CIL set out in all demand notices issued in the reported year
 - The total amount of CIL receipts for the reported year
 - The total amount of CIL receipts, collected by the authority before the reported year but which have not been allocated
 - The total amount of CIL receipts, collected by the authority before the reported year and which have been allocated in the reported year
 - The total amount of CIL expenditure for the reported year
 - The total amount of CIL receipts, whenever collected, which were allocated but not spent during the reported year.
- 6.2 In relation to CIL expenditure for the reported year, summary details of:
 - i. The items of infrastructure on which CIL (including land payments) has been spent, and the amount of CIL spent on each item;
 - ii. The amount of CIL spent on repaying money borrowed, including any interest, with details of the items of infrastructure which that money was used to provide (wholly or in part);
 - iii. The amount of CIL spent on administrative expenses pursuant to regulation 61, and that amount expressed as a percentage of CIL collected in that year in accordance with that regulation.
- 6.3 In relation to CIL receipts, whenever collected, which were allocated but not spent during the reported year, summary details of the items of infrastructure on which CIL (including land payments) has been allocated, and the amount of CIL allocated to each item.
- 6.4 The Statement must address CIL collection and spend, infrastructure projects and S106 collection and spend. Authorities can also report on contributions (monetary or direct provision) received through section 278 highways agreements in infrastructure funding statements, to further improve transparency for communities.

7 Equality Implications

7.1 The SCIL Governance Strategy will ensure a more robust, credible and accountable process is in place to prioritise infrastructure projects for SCIL funding. Projects approved for SCIL funding will be reported on in annual infrastructure statements. The infrastructure projects have been established as part of the evidence work to support the draft Local Plan which has been subject

to Equality Impact Assessment. This has informed the policies and projects including analysis of potential alternatives, to seek to reduce adverse impacts and wherever possible improve the outcomes for those with protected characteristics and the social, economic and environmental outcomes of the Plan.

- 8 Any Other Implications (HR, Property, Environmental Sustainability where necessary)
- 8.1 No implications at this stage.
- 9 Proposed Consultation with Ward Members and Stakeholders
- 9.1 Quarterly reporting on infrastructure priorities and projects as well as CIL and S106 expenditure and income will be provided to the Cabinet Member for Regeneration Property & Planning, providing clear links back to decisions, which in turn help to deliver priorities and objectives of the Brent Local Plan.

Report sign off:

ALAN LUNT

Strategic Director of Regeneration and Environment

Brent Infrastructure Funding Statement

2019/20













1. Introduction

- 1.1 Brent is the 6th largest borough in London with a population of 334,700. It is projected to grow by at least 17% and reach 400,000 people by 2040.
- 1.2 The draft Brent Local Plan outlines an ambitious strategy to accommodate development in the borough to 2041. To support this growth, significant investment in infrastructure will be required.
- 1.3 An Infrastructure Delivery Plan (IDP) supports the Local Plan. It sets out short, medium and longer-term infrastructure requirements to address growth needs. The IDP will be used to support the allocation of Community Infrastructure (CIL) and Section 106 (s106) funding.
- 1.4 This is the Council's first Annual Infrastructure Funding Statement (IFS). It has been prepared in line with the Community Infrastructure Levy (Amendment) Regulations 2019 and covers income and expenditure relating to CIL and s106 obligations for the financial year 2019/20. It also, where possible, sets out future spending priorities on infrastructure in line with the growth identified in the draft Brent Local Plan.
- 1.5 The Council uses s106 agreements and CIL to support development and mitigate its impacts and maximise the benefits and opportunities from growth to deliver the priorities of the Borough Plan (the Council's Corporate Plan) and the Brent Local Plan.
- 1.6 The IFS sets out what infrastructure has been delivered to date via CIL and s106 planning obligations, as well as identifying, where it is able to do so, future infrastructure spending priorities.
- 1.7 The IFS will also help communities understand how the level of growth outlined in the Local Plan can deliver tangible outcomes and investment in infrastructure projects such as new public realm, health facilities, schools, transport and open space that will support long-term growth and development of the borough.

2.0 Community Infrastructure Levy (CIL)

- 2.1 The Council has been collecting the borough's Community Infrastructure Levy (CIL) since July 2013.
- 2.2 CIL receipts can be broken down into three distinctive portions the Strategic CIL (SCIL), the Neighbourhood CIL (NCIL) and the Administration CIL. A Mayoral CIL (MCIL) is also collected. This is passed on to TfL on a quarterly basis and will be used to fund Crossrail 1 (the Elizabeth Line) and Crossrail 2.

Portion	% of receipts	Process
Brent Strategic CIL	70% plus	Spend decided by the Council according to its strategic infrastructure priorities. Spend must support development in Brent, although does not have to be spent by Brent

Portion	% of receipts	Process
Neighbourhood CIL	15% to neighbourhoods or 25% where a neighbourhood plan is in place	A round of bids inviting communities to suggest projects for NCIL funding
CIL Administrative expenses portion	Up to 5%	Spend applied to administrative expenses for collection and
Mayoral CIL Administrative expenses portion	Up to 4%	enforcement in line with legal restrictions on the use of this funding

2.3 The tables below outline how the Council has performed in terms of Brent CIL receipts and expenditure for the reporting year - 2019/20.

Table 1: CIL receipts for 2019/20

Infrastructure item	Brent CIL receipts
The total value of CIL set out in all demand notices (sent to those who have assumed liability to pay CIL) issued in 2019/20	£19,420,740
The total amount of CIL receipts received	£27,269,890
The total amount of CIL receipts, collected by the authority, or by another person on its behalf, before the reported year but which have not been allocated	£63,025,144.53
The total amount of CIL receipts collected by the authority, or by another person on its behalf, before the reported year and which have been allocated in the reported year	£21,002,317.47
The total amount of CIL expenditure (includes SCIL & NCIL spend)	£5,213,438
The amount of CIL spent on administrative expenses pursuant to regulation 61	£745,780
The amount of CIL spent on repaying money borrowed, including any interest, with details of the items of infrastructure which that money was used to provide (wholly or in part)	Not applicable
The above amount expressed as a percentage of CIL collected in that year in accordance with that regulation	2.7% of above in year

2.4 Mayoral CIL returns for 2019/20 are shown below.

Table 2: Mayoral CIL returns in 2019/20

Mayoral 19/20	Mayoral	Admin (4%)	Total
Q1 Apr- June 2019	£2,285,902.87	£95,245.95	£2,381,148.82
Q2 Jul-Sep 2019	£1,062,192.86	£44,258.04	£1,106,450.90
Q3 Oct- Dec 2019	£901,478.61	£37,561.61	£939,040.22
Q4 Jan -Mar 2020	£1,451,592.45	£60,483.02	£1,512,075.47
Total	£5,701,166.79	£237,548.62	£5,938,715.41

2.5 In 2019/20 the following infrastructure items were allocated Strategic CIL funding:

Table 3: SCIL allocations in 2019/20

Infrastructure project	SCIL Allocation	Ward
To CCG for contribution	£3,500,000	Kilburn
towards the fit out of 3		Alperton
medical centres (South		Tokyngton
Kilburn, Alperton,		
Wembley Park)		
United Colleges Group	£6,500,000	Tokyngton
(College of North West		
London) new facility in		
Wembley		
Morland Gardens	£15,200,000	Stonebridge
Education Facility		
Park Royal Liveable	£1,100,000*	*to the OPDC (Brent's
Neighbourhood (on hold		contribution)
due to TfL pause in		
programme but £ still		
allocated)		
Total SCIL allocated	£26,300,000	

- 2.6 CCG contribution towards 3 medical centres there are three new medical centres proposed, in Wembley Park, South Kilburn and Alperton (Grand Union), secured as part of the major development taking place in these Growth Areas. Cabinet have agreed to contribute towards the fit out costs of these medical centres. The building containing the Wembley Park facility is currently under construction.
- 2.7 Morland Gardens Education Facility as an investment in skills and employability prospects for residents, Cabinet have agreed SCIL contribution towards the redevelopment of the existing adult education facility in Morland Gardens, Stonebridge. The new, mixed use redevelopment will provide an expanded and improved educational facility, along with workspace, a community space and 65 new council homes. Work is due to start on site in 2021.

2.8 In 2019/20 SCIL was spent on the following infrastructure items:

Table 4: SCIL expenditure in 2019/20

Infrastructure project	SCIL Expenditure	Ward
Wembley Two Way Working	£1,582,355	Tokyngton
Wembley North End Road	£663,774	Tokyngton
Olympic Way public realm improvements	£1,054,154	Tokyngton
Total SCIL expenditure	£3,300,283	

- 2.9 As identified in the Core Strategy and Wembley Area Action Plan there is the need for new road connections and junction improvements to support the ongoing development of the Wembley Growth area. These include two significant road improvement schemes which are being, implemented to improve traffic flow and connectivity through the area.
- 2.10 The Olympic Way public realm improvements recognise that Wembley Park is an area of national and international importance. High quality public realm supports the ongoing transformation of the area into a thriving, attractive environment within which people will want to dwell before or after events, going to the theatre, or to the shopping facilities.
- 2.11 Public and private investment in significant improvements along Olympic Way involve a new treatment to the Bobby Moore Bridge, new hard and soft landscaping throughout, a new crossing at Fulton Road, new lighting, trees, street furniture, wayfinding, WIFI, a new public square, and replacement of the 'pedway' with substantial steps to create an iconic new entrance to the Stadium, which will create an environment where people will want to dwell before and after events.



Olympic Way Resurfacing Works + Lamp Columns, April 2019 (Source: LBB)

Table 5: SCIL and NCIL position at the end of 2019/20

SCIL (summary)	
CIL receipts retained at the end of 2019/20	£105,253,906
CIL carried over from the previous reported years	£84,027,462

Neighbourhood CIL (summary)	
NCIL receipts retained at the end of	£14,375,984
2019/20	
NCIL receipts carried over from the	£12,186,862
previous reported years	

Future spending priorities

- 2.12 The Council has an ambitious programme of capital expenditure, and Strategic CIL will be used to fund, in part or full, some of these items, which are linked to the Infrastructure Delivery Plan (IDP)
- 2.13 The Council will continue to focus the spending of CIL and s106 receipts on essential infrastructure to support the level of growth outlined in the Local Plan and the projects identified in the IDP. It will do this jointly with partners through effective and ongoing engagement ensuring key infrastructure is delivered at the right time and in the right place to support growth and development.
- 2.14 At its meeting on 7 September 2020 Cabinet approved a governance strategy to support the allocation of SCIL spend on infrastructure projects to meet the growth identified in the Brent Local Plan and the infrastructure requirements in the IDP.
- 2.15 As part of these formal governance arrangements an Infrastructure Officer Working Group will be established to coordinate and update the projects identified in the IDP, the capital pipeline and other programmes.
- 2.16 This will allow the Council to create a framework for prioritising infrastructure projects from the "live" IDP and capital pipeline to be taken forward as priority projects for funding through SCIL, linked to growth priorities. In turn, it will inform the process of bringing forward projects for funding in the short (1 year), medium (5 years) and long term (life of the Local Plan) linked to supporting development. Results of which will inform future annual Infrastructure Funding Statements.
- 2.17 It is important to highlight that although a significant amount of SCIL has been collected over the past couple of years, the Council has nevertheless secured a significant amount of infrastructure investment through other mechanisms. These include planning consents, infrastructure provided within developments and funding for infrastructure secured via s106 legal agreements. Infrastructure has also been secured through work that has been undertaken with partners such as the Department for Education and TfL.

Neighbourhood CIL

- 2.18 The CIL Regulations 2010 (as amended) stipulate that at least 15% of CIL receipts generated must be spent on Neighbourhood Projects. Whilst the legislation does not prescribe a process for how Neighbourhood CIL is allocated, the expectation is that priorities for spend are agreed with the local community.
- 2.19 A CIL Neighbourhood may also contain a Neighbourhood Forum with an adopted Neighbourhood Plan. In this case, up to 25% of CIL funds collected from liable developments within the Neighbourhood Forum boundary may be spent on priorities identified by the Neighbourhood Forum.
- 2.20 There are currently three Neighbourhood Forums in Brent: Harlesden, Kilburn and Sudbury Town Residents Association (STRA). STRA and Harlesden Neighbourhood Forums have adopted a Neighbourhood Plan. Neighbourhood Forum priorities will be outlined in their Neighbourhood Plan and set for the duration of the Plan once adopted.
- 2.21 NCIL can be used to fund a very broad range of facilities such as play areas, parks and green spaces, public realm improvements, cultural and sports facilities, healthcare facilities, and other community facilities as stated in the CIL regulations. The NCIL must be spent on priorities agreed in consultation with the local community. These priorities must be aligned with the needs of the local community.
- 2.22 Brent is divided into five CIL Neighbourhoods Harlesden, Kilburn and Kensal, Kingsbury and Kenton, Wembley, and Willesden, see Figure 1.

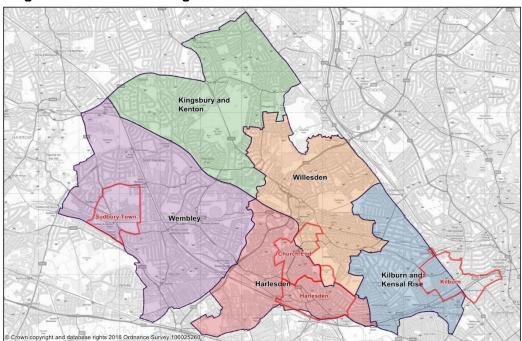


Figure 1: Brent's CIL Neighbourhoods

2.23 Arrangements for spending Brent's NCIL were formally approved by Cabinet on 13 February 2017. Since April 2017 we have received 366 applications for NCIL funding. In total, 206 projects have been awarded funding, allocating £12,387,356.70 of NCIL money.

- 2.24 The Council undertakes two bidding periods June & December each year to provide the local community with an opportunity to apply for funding for projects that will help to support the impact of development. In line with the CIL Regulations, NCIL can be used to fund a very broad range of facilities such as play areas, parks and green spaces, public realm improvements, cultural and sports facilities, healthcare facilities, and other community facilities provided it is concerned with addressing the demands that development places on the area. CIL funding has no immediate deadline and therefore is available on a rolling annual basis. It is important to recognise that CIL receipts can only be spent on capital projects, although associated revenue spending to maintain those capital items is also permissible.
- 2.25 All shortlisted projects for NCIL funding must demonstrate that they:
 - Meet the CIL Regulations (2010) as amended;
 - Evidence community backing;
 - Address the demands that development places on an area;
 - Reflect the priorities of the council & CIL Neighbourhood;
 - Are one-off projects that do not require additional revenue funding in their delivery or operation (or identify how additional revenue funding may be met);
 - Benefit diverse Brent communities; and
 - Represent value for money.

NCIL performance in 2019/20

- 2.26 For the reported year, £4,102,277 of NCIL was collected.
- 2.27 £1,913,155 was spent on projects during the same period.
- 2.28 Through the NCIL bidding process undertaken in 2019/20, the Council approved 94 projects for funding to deliver a variety of infrastructure projects across the borough. The projects and allocated NCIL amounts, along with NCIL spend are set out in Table 6.

Table 6 – Allocated NCIL projects and spend in 2019/20 (by infrastructure type)

Project	Infrastructure type	Ward	NCIL allocated	NCIL spend
Rainbow Room Refurb	Social Infrastructure	Queens Park	£16,000	£9,000.00
Kids Entrepreneurship Club	Social Infrastructure	Harlesden	£15,045	£11,030
Refurbishment of current hall to enable more community groups to use	Social Infrastructure	Northwick Park	£170,000	£50,000
BBMC HiCrEc Music & Education Complex	Social Infrastructure	Willesden Green, Dollis Hill, Dudden Hill, Welsh Harp,Harlesden	£69,500	£34,750
Training for young people to become qualified	Social Infrastructure	All wards	£44,300	£26,377

Project	Infrastructure type	Ward	NCIL allocated	NCIL spend
football coaches				
and deliver				
sessions to their				
local community				
Steel Pan in The Community	Social Infrastructure	Stonebridge	£34,697	£22,797.00
Harlesden Social Impact Hub	Social Infrastructure	Harlesden	£366,975	-
(Refurbishment)	0	17:11		000 000 00
Skills Boost Supplementary Education	Social Infrastructure	Kilburn	£49,000	£22,900.00
Tackling Homelessness at Crisis Skylight Brent	Social Infrastructure	Various wards	£302,000	-
Launching the Home-Start Brent Family Counselling Service	Social Infrastructure	Various wards	£36,400	£12,134.00
Silver Jubilee	Social	Fryent		-
Park Clubhouse Refurbishment	Infrastructure		£210,000	
Digital Inclusion 4	Social	Mapesbury	040.044	£31,161.00
All	Infrastructure	, ,	£49,011	,
A 1 Year pilot scheme to create welcoming spaces for	Social Infrastructure	Various wards	£109,833	£73,500.00
anyone experiencing a mental health problem			2100,000	
Weston House Bike storage	Social Infrastructure	Queens Park	£6,134	-
UP - Unlocking Potential Homework Club, St Raphael's	Social Infrastructure	Tokyngton	£31,178	£10,249.00
St Michael and All Angels Heating Project	Social Infrastructure	Stonebridge	£134,800	-
Weekly workshops to improve self- esteem, confidence, motivation and mental wellbeing	Social Infrastructure	Various wards	£23,086.50	£15,093.25

Project	Infrastructure type	Ward	NCIL allocated	NCIL spend
Refurbishment of	Social	Willesden		-
Brent Mencap's	Infrastructure	Green	£99,952.91	
wellbeing Centre				
St. Gabriel's	Social	Mapesbury		
Church - shared	Infrastructure		£45,500	
spaces for all				
Drama and	Social	Various wards		£3,105.00
technical based	Infrastructure			
workshops for				
young people to			£9,790.50	
then engage with				
the local				
Community	Social	Dudden Hill		C7 070 00
Track Academy	Infrastructure	Dudden Hill	C24 024	£7,278.00
Sports Outreach	mirastructure		£21,834	
Project Free musical	Social	Various wards		£46,433.00
instrument	Infrastructure	various warus		240,433.00
lessons on a	IIIIIastructure			
double decker			£65,500	
bus parked				
outside schools				
Develop a	Social	Sudbury		£18,284.00
Community	Infrastructure	,		, , , , , , , , , , , , , , , , , , , ,
Interest Company			£42,090	
for Cricklewood				
Wanderers				
St Catherine's	Social	Dudden Hill	£150,000	-
Community Cafe	Infrastructure		2130,000	
Brent positive	Social	Harlesden +	£72,412	-
Futures	Infrastructure		212,712	
Gladstone Park	Social	Dollis Hill		-
estate - new	Infrastructure			
community centre	and Public		044.457	
and improved	Realm		£44,157	
grounds				
maintenance and				
landscaping A bespoke	Social	Brondesbury		£23,000.00
children's kitchen	Infrastructure	Park		223,000.00
in a school to	minadiractare	, and		
educate children				
about growing,			£36,096	
picking, preparing				
food and				
composting				
Installation of	Social	Kensal Green		-
secondary	Infrastructure			
glazing in an			£30,000	
older people's				
day centre				

Project	Infrastructure type	Ward	NCIL allocated	NCIL spend
Middlesex Association of the Blind expansion Programme into Brent	Social Infrastructure	All wards	£55,000	-
A Pilot programme to support homeless people into work	Social Infrastructure	All wards	£80,000	-
Implementing a Forest academy programme within an existing community garden on St Raphael's estate	Social Infrastructure	Stonebridge	£34,114	-
Expansion of the coffee shop, all weather outdoor space and refurbishment of dining room	Social Infrastructure	Mapesbury	£63,800	-
Grange Barn Hall	Social Infrastructure and Building Infrastructure	Dudden Hill	£132,400	-
Inspiring Decent Work Futures (IDWF)	Social Infrastructure	Wembley	£105,290	-
Art Studio	Social Infrastructure	Queens Park	£75,000	-
Brent Moving on Up Employment consortium	Social Infrastructure	All wards	£326,085	-
The Lexi Hub	Social Infrastructure	Brondesbury Park	£385,000	-
Brent goes Wild	Social Infrastructure	Harlesden Kilburn Wembley Central	£177,910	-
Garden to Plate Project	Social Infrastructure and public Realm	All wards	£10,000	
Youth Connect	Social Infrastructure	Kilburn	£91,717	-
Learn, Play And Development (LPAD) Programme	Social Infrastructure	Wembley Central Stonebridge	£77,263	-
LBOC2020 Murals	Social Infrastructure	Kingsbury Kilburn	£75,000	-

Project	Infrastructure type	Ward	NCIL allocated	NCIL spend
Project providing an integrated financial capability model to be cascaded through the local community	Social Infrastructure	Willesden Green Wembley Central Queens Park Harlesden Kilburn	£120,000	-
Intergenerational pilot project utilising a fitness programme, raising youth leaders and careers workshops	Social Infrastructure	Stonebridge	£81,203	-
A project addressing gang related violence using entrepreneurial training	Social Infrastructure		£200,000	-
Person Centred Advocacy Project with Casework	Social Infrastructure	Harlesden, Willesden Green	£140,423	-
Building an Understanding of Self - B.U.S.	Social Infrastructure	All wards	£77,495	-
All weather synthetic floodlit pitch for football & other sports + general fitness	Social Infrastructure	Brondesbury Park	£95,000	-
Roundwood Outdoor Hours - updated	Social Infrastructure	Willesden Green	£9,886	-
Nature Connects Us	Social Infrastructure	Harlesden Willesden	£40,373	-
Rise UP Stonebridge	Social Infrastructure	Stonebridge	£99,633	-
Northwick Park Permaculture Education Project (NPEP)	Social Infrastructure	Northwick Park	£27,840	-
Building of a new SEND facility for children and families	Social Infrastructure and Building Infrastructure	Sudbury	£395,595.84	-
Church End Open Space	Public Realm	Dudden Hill	£14,000	-
Leybourne Open Space	Public Realm and Landscaping	Queensbury	£190,000	-

Project	Infrastructure type	Ward	NCIL allocated	NCIL spend
Improvements to Woodcock Park Recreation Area	Public Realm	Kenton	£55,639.69	£55,639.69
Repointing of workshop walls in Victorian walled garden	Public realm	Queensbury	£2,400	-
Tiverton Green: resurface MUGA pathways	Public realm	Brondesbury Park	£28,832	-
Lechmere Road Lighting	Public Realm	Willesden Green	£25,215.20	-
Illumination features across Wembley & Ealing Road	Public Realm	Tokyngton	£64,700	
Aesthetic Improvements to Wembley Town Centres	Public Realm	Tokyngton	£43,572	
Creating a bright, welcoming and adaptable space in Brent's new Family Wellbeing Centres	Public Realm	All wards	£99,000	-
Street Art Expressions in Wembley and Ealing Road	Public Realm	Alperton Wembley Central Tokyngton	£88,000	-
Neasden Town Centre Gallery	Public Realm	Dudden Hill	£5,000	-
Planters for Church Road	Public Realm	Dudden Hill, Harlesden	£2,550	-
Church End Shutter Art	Public Realm	Dudden Hill, Harlesden	£34,960	-
Hanging Flower Baskets for High Rd and Walm Lane	Public Realm	Willesden Green	£58,420	-
Harrow Road Lamp Posts Hanging Baskets and additional neighbourhood trees off Harrow Road	Public Realm	Kensal Green Queens Park	£62,500	-
Animating Willesden Green	Public Realm	Willesden Green	£76,000	-
Harlesden Project Gateway (A404 High Street	Public Realm	Kensal Green	£50,000	-

Project	Infrastructure	Ward	NCIL	NCIL
Harlesden/Harrow	type		allocated	spend
Road) Colindale	Dublic Deales			
	Public Realm	Fryent	£25,000	-
Wayfinding	Duklia Daalee	Queensbury	<u> </u>	
The planting of	Public Realm	Dudden Hill		-
trees and tree up			C4 F 77 F	
lighting in Neasden Town			£15,775	
Centre				
	Londonanina	Drandashumi		
Brondesbury Park Trees	Landscaping	Brondesbury Park	£20,000	-
Greening Kensal	Landscaping	Queens Park	CEO 000	£18,512.80
Rise			£50,000	
Barham Park	Landscaping	Sudbury		-
Trees and Open			£18,000	
Woodland				
Trees for Bolton &	Landscaping	Queens Park	£14,500	-
Dagmar Gardens			£14,500	
Riverside	Landscaping	Welsh Harp		-
Connections:		Barnhill		
Walking with		Tokyngton	£226,000	
Nature from			2220,000	
Wembley Park to				
the Welsh Harp				
Burns Road	Landscaping	Harlesden	£2,500	-
Parklet			22,000	
New Millennium	Landscaping	Willesden		-
Garden of Peace		Green	£109,620	
and Life.				
Trees for	Landscaping	Willesden		-
Willesden Green		Green	£65,000	
residential streets				
Mapesbury Trees	Landscaping	Mapesbury	£75,000	-
and Landscape			3. 0,000	
Sudbury	Landscaping	Sudbury	£61,300	-
Landscape				

2.29 Table 7 outlines the total NCIL allocation and projects by ward in 2019/20.

Table 7: NCIL allocations by ward

Ward	No. of projects	Allocation £
Brondesbury Park	6	616,328
Dollis Hill	1	44,157
Dudden Hill	7	419,009
Fryent	2	218,545
Harlesden	3	384,520
Kensal Green	2	80,000

Ward	No. of projects	Allocation £
Kenton	1	55,640
Kilburn	2	140,717
Mapesbury	4	233,311
Northwick Park	3	287,840
Queens Park	5	161,634
Queensbury	3	248,000
Stonebridge	6	469,447
Sudbury	4	516,986
Tokyngton	3	139,450
Welsh Harp	1	42,098
Wembley Central	2	92,315
Willesden Green	8	460,094
Multi wards	31	2,797,871

Summary of projects approved/delivered in 2019/20

2.30 Citizens Advice Brent Community Hub - involved the refurbishment of the premises delivering a new Community Hub resource for the residents of Brent. The new Hub provides access to advice and support to deal with problems including welfare benefits, housing and homelessness, debt, employment and immigration. The project will allow partnership working with various organisations. Citizen's advice have completed the refurbishment but use of the building is restricted due to Covid 19 currently.



2.31 **Steel Pan in the Community -** aim is to raise the aspiration, self-esteem and self-worth of children and young people and provide educational, musical, recreational, personal development and leadership activities for children and young people aged 8 to 25 years on Saturdays, after school and during school holidays.

2.32 **The Lexi Hub -** a new community space attached to the Lexi Cinema. The new Hub building will be an attractive, eco build, suitable for community gatherings, providing an additional 2000+ hours of community space per annum.



- 2.33 **Kids Entrepreneurship Club -** the project aims to encourage children to explore their passion to help them realise a world of possibilities without limits. Ultra Education will work closely with parents of children in the area and will target 30 children in Harlesden to engage on the programme. The project aims for children to be able to set up a micro business and run a business fair at Harlesden Library at the end.
- 2.34 **Sports, Arts and Wellbeing (SAAW) Project for Children & Young People -** Sport at the Heart are currently delivering a 2-year programme of activities for children & young people (CYP) with opportunities for personal development, as well as achieving positive health outcomes in physical and mental wellbeing.

Future NCIL spending priorities

- 2.35 The Council at its Cabinet meeting on 13 February 2017 agreed that the approach to NCIL would be reviewed every 3 years following community consultation on the neighbourhood priorities.
- 2.36 In August 2020, a revised approach to the NCIL funding strategy based on the review of the 2017 2019 projects and the consultation completed in December/January 2020 was agreed.
- 2.37 As part of this revised approach a more detailed analysis of the impact of development and growth, as outlined in the draft Brent Local Plan, will be undertaken. This will help determine what specific local infrastructure projects will be required to mitigate the impact of development. This will ensure NCIL is allocated in a way that meets neighbourhood priorities.
- 2.38 A bid round dedicated to addressing the long term inequalities linked to development and the disproportionate impact of Covid-19 closed at the end of September 2020. Bids are being shortlisted throughout autumn and updates will be published in due course and reported in next year's Infrastructure Funding Statement. The next round of bidding is anticipated to take place in late 2020.

Details of all approved NCIL allocations to date are available to view on our website – https://www.brent.gov.uk/your-community/community-and-voluntary-sector-support/neighbourhood-community-infrastructure-levy-ncil-fund/

3. Section 106 Planning Obligations

- 3.1 The Council enters in to Section 106 (s106) agreements with developers a mechanism which makes a development proposal acceptable in planning terms. S106 agreements are focused on site-specific mitigation of the impact of development such as securing affordable housing or requiring improvements to an access road. CIL, on the other hand, is designed to raise funds for infrastructure needed generally as a result of an increase in development in an area, and is spent on community infrastructure projects across the borough.
- 3.2 The table below outlines the current status of all s106 payments for the last five years.

Table 8: summary of S106 contributions spent by year they were paid

FY s106 contributions paid	Total Received	Spent	Allocated but not spent	Total Allocated	Not Allocated
2014/15	£2,753,618.84	£1,529,512.38	£1,150,942.13	£2,680,454.51	£73,164.33
2015/16	£3,039,589.09	£2,485,152.69	£448,627.90	£2,933,780.59	£105,808.50
2016/17	£1,742,373.90	£1,289,542.47	£326,603.35	£1,616,145.82	£126,228.09
2017/18	£2,949,782.78	£1,045,946.24	£694,205.65	£1,740,151.89	£1,209,630.89
2018/19	£2,240,714.75	£343,193.06	£1,327,109.95	£1,670,303.01	£570,411.74

- 3.3 During 2019/20, the following s106 agreements were negotiated:
 - Trinity House, Heather Park Drive, Wembley, HA0 1SU
 - 245-249 and 253 Ealing Road, Wembley, HA0 1EX
 - Flats 1-17 INC and 18 Prospect House, North Circular Road, Stonebridge, London, NW10 7GH
 - 60 Neasden Lane, London, NW10 2UW
 - Keelers Service Centre, Harrow Road, Wembley, HA0 2LL
 - Alperton House, Bridgewater Road, Wembley, HA0 1EH
 - 196 Willesden Lane, Kilburn, London, NW6 7PR
 - 133-137 Kilburn Lane, North Kensington, London, W10 4AN
 - 2A, Preston Waye and 283, 285 & 287 Preston Road, Harrow, HA3
 - Artisan House, Market Way, Wembley, HA0 2BT
 - 290B Ealing Road, Wembley, HA0 4LL
- 3.4 Table 9 provides an update on the s106 receipts for the reporting year 2019/20.

Table 9: S106 receipts for 2019/20

Regulation requirement	S106 amount
The total amount of money to be provided under any planning obligations which were entered into during 2019/20	£2,008,818.15

Regulation requirement	S106 amount
The total amount of money under any planning obligations which was received during 2019/20	£1,683,719.19
The total amount of money under any planning obligations which was received before the reported year which has not been allocated by the authority	£4,684,463.72

In relation to non-monetary contributions, **531 affordable housing units were secured** on the following schemes:

Table 10: Affordable housing units secured

Site Name	Affordable Units	Ward
Trinity House, Heather Park Drive, Wembley, HA0 1SU	10	Alperton
245-249 and 253 Ealing Road, Wembley, HA0 1EX	24	Alperton
Peel Precinct, 97-112 Carlton House, Canterbury Terrace, 8-14 Neville Close, 2 Canterbury Road & Peel Site Garages, London, NW6	42	Kilburn
Flats 1-17 INC and 18 Prospect House, North Circular Road, Stonebridge, London, NW10 7GH	7	Stonebridge
60 Neasden Lane, London, NW10 2UW	25	Dudden Hill
Willesden Green Garage NW2 5TG	13	Willesden Green
110 Walm Lane NW2	15	Mapesbury
Ex Brent House, 349-357 High Road, Wembley	74	Wembley Central
Keelers Service Centre, Harrow Road, Wembley, HA0 2LL	3	Sudbury
Alperton House, Bridgewater Road, Wembley, HA0 1EH	147	Alperton
196 Willesden Lane, Kilburn, London, NW6 7PR	Commuted sum: £7,000	Brondesbury Park
133-137 Kilburn Lane, North Kensington, London, W10 4AN	Commuted sum: £965,000	Queens Park
2A, Preston Waye and 283, 285 & 287 Preston Road, Harrow, HA3	5	Barnhill
K Kelaty, former Kelaty House, First Way, Wembley	35	Tokyngton
Land at car park north east of Morrisons, Honeypot Lane, NW9 6RN	59	Queensbury

Site Name	Affordable Units	Ward
23 Olympic Way, Wembley, HA9 0FR	0	Tokyngton
10-11 Watkin Road	72	Tokyngton
Total units	531	
Total commuted sum	£972,000	

Table 11: S106 allocation and expenditure

Regulation requirement	S106 amount
The total amount of money (received under any planning obligations) which was allocated but not spent during the reported year for funding infrastructure	£100,000 Detailed design of Hostile Vehicle Measures (HVM's) to enhance security measures to accommodate events at Wembley Stadium and the Wembley Arena
The total amount of money (received under any planning obligations) which was spent by the authority (including transferring it to another person to spend)	3,275,450.02
The items of infrastructure on which the money (received under planning obligations) during the reported year was spent, and the amount spent on each item	£135,375.00 for TFL General Bus Improvements Project
	£9,090.02 on Brent Works 19- 20 (Employment Support Initiatives)
the amount of money (received under planning obligations) spent on repaying money borrowed, including any interest, with details of the items of infrastructure which that money was used to provide (wholly or in part);	Not applicable
The amount of money (received under planning obligations) spent in respect of monitoring (including reporting under regulation 121A) in relation to the delivery of planning obligations;	£94,273.24

3.6 The total amount of money received (under any planning obligations) during any year which was retained at the end of 2019/20 is £15,025,126.45. The table below shows how much of this retained money has been allocated and spent.

Table 12: S106 retained at the end of 2019/20 – allocated and spent

Planning Obligation	Project	s106 allocated	s106 expenditure	Ward
Community Wellbeing	Library Art Wayfinding	£50,000.36	·	Northwick Park
Employment & skills	Jobs and Apprenticeship Brokerage	£230,455		Borough Wide
	Business Growth and Supply Chain events	£35,000	£12,500	Borough Wide
Sustainability	South Kilburn Decentralised Energy Network	£3,149,520.48	£157,807	Kilburn
Affordable housing	Wembley & Alperton Housing Zones	£223,748.20	£86,771	Wembley and Alperton
	Housing Infill and Mixed Development Programme	£1,061,630.00	£364,962.29	Borough wide
Highways	General Bus Improvements Projects	£1,021,356.46	£1,021,356.46	Borough Wide
	Kingsbury Town Centre Improvements	£1,195,104.02		Fryent
	South Kilburn Regeneration Carlton Vale Cycle Route	£350,000	£123,844.85	Kilburn
	ORCS Vehicle Charging Points	£50,104.96		Borough Wide
	Wembley Hill Road Junction	£200,000	£10,162.50	Tokyngton
	A5 Edgware Road Pelican Crossing by Morrison Supermarket	£350,000	£43,195	Queensbury
	North End Road Controlled Parking Zone	£100,768.49		Tokyngton
	Oakland Road Playable Street	£32,137.28	£32,137.28	Mapesbury
	Bruce Road Controlled Parking Zone	£24,958.29	£12,890	Stonebridge
	GULCS Vehicle charging points	£50,000		Borough Wide

Planning Obligation	Project	s106 allocated	s106 expenditure	Ward
	Harlesden Town Centre improvements road safety	£64,000		Harlesden
	Engineers Way Zebra Crossing	£83,230.50		Tokyngton
CCTV	Atlas Road CCTV project	£22,779	£22,779	Tokyngton
Parks & open spaces	King Edwards Park	£280,882.27	£234,789	Wembley Central
	Woodhouse Urban Park improvements	£31,200	£2,340	Kilburn
	Land north of Chippenham garden redevelopment programme	£91,066.64		Kilburn
Tree planting programme	Harlesden Neighbourhood Tree Planting	£122,048.08	£74,598.10	Harlesden

Summary of s106 projects in 2019/20

Open Space & Parks

The monies allocated to King Edward VII Park in Wembley include the provision of new children's play equipment, a wildflower meadow and the installation of CCTV cameras.



Wembley & Alperton Housing Zones

The Housing Zones (HZ) were designated by the Mayor of London in 2015, and designed to accelerate the delivery of new homes, including affordable homes.

The Council has worked with developers in Alperton HZ to enable regeneration, with over 5,200 new homes expected to be delivered in the area. The Council's Regeneration team appointed a multi-disciplinary design team to progress designs and

planning applications for mixed-use schemes on two Council owned sites in Wembley HZ. LB Brent's Planning Committee has resolved to grant permission for both schemes, which combined will deliver over 300 new homes, including a minimum 35% affordable homes, and over 4,000sqm new workspace and community space. The Regeneration team are working with the GLA to progress both schemes to Stage 2.





Source: LBB - CGIs of entrance to Cecil Ave scheme and courtyard space

Affordable workspace

The importance of securing good quality affordable workspace is set out in Brent's emerging Local Plan. During 2019/20 two applications secured the provision of 2,350sqm of affordable workspace at:

- 60 Neasden Lane, NW10 2UW 898sqm affordable workspace has been secured in the s106 agreement for this residential-led scheme. Development commenced on site in Q1 2020-21, and is expected to complete in Q1 2022-23.
- Alperton House, Bridgewater Road, Wembley, HA0 1EH In addition to delivering over 440 new homes, 1,452sqm affordable workspace has been secured through the s106 agreement for this scheme. Development is scheduled to commence Q3 2020-21, with completion estimated Q2 2024-25.

Quietways Improvement Programme

This towpath improvement project, undertaken by Canal & River Trust (CRT), widened (where possible) and resurfaced over 1,850sqm towpath along the Grand Union Canal, which runs through Alperton. Works commenced in January 2017 and were largely completed by July 2019.

The entire project cost £428,000, with the s106 funding contributing to the upgrade of approximately 713m towpath.

Following the completion of the works, a survey undertaken by CRT found that pedestrians found it safer to walk along the canal as there was more space for pedestrians and cyclists, and some respondents said they felt more confident to cycle along the towpath with their children.



Public Sculpture, Alperton Sports Ground

A local artist based in the award winning Artist Studio Company in Alperton has designed a public sculpture that celebrates the children of the area. The sculpture is comprised of children figures at real scale, and the children's poses suggest they are in movement. The figures are hollow and interlocked, allowing the sculpture to blend into the environment and convey a sense of togetherness. The sculpture will provide a bright, charming and optimistic identity to the area, inviting more families to visit the play area.

A small amount of S106 money was originally allocated to art work along the canal. The available funds limit the possibility of creating an art mural along the canal, however, and significant time has lapsed since the S106 was agreed; therefore the s106 funding has been allocated to this public art sculpture in a nearby play area, located within walking distance to the canal.

The sculpture is currently being manufactured, and installation is expected end October 2020.



Employment & Skills

During 2019/20 approximately 400 jobs were created for local people via s106 agreements. Brent Works directly supported over 200 people into employment and supported the recruitment of 60 Apprentices.

Tree planting programme

The Council continued delivery of its successful tree planting programme throughout 2019/20 with spend coming from a combination of NCIL and s106 monies. Tree planting and landscape projects underway in Alperton, Barnhill, Harlesden, Kensal Green, Willesden Green, Northwick Park, Sudbury, Wembley Central, Kilburn, Queen's Park, Stonebridge, Dudden Hill, Queensbury, Fryent, Tokynton, Mapesbury.

The list of tree planting projects as a result of successful bids submitted as part of the NCIL programme is set out in Table 6. A summary of some of the tree planting projects delivered or in progress during the reported year are set out below.

Harlesden and Kensal Green Trees - part of a series of projects taking place in the whole of Harlesden Ward and most of Kensal Green Ward.

Community engagement with Harlesden Neighbourhood Forum, Kensal Green Streets, Residents for a Cleaner Harlesden, Harlesden Town Team and Harlesden Area Action. 37 new trees were planted. In addition, all tree stumps in the project area are currently being removed and replaced with new trees.



Sudbury Court Trees - project which follows on from previous work with the GLA and s106 funds. This involves the planting of new trees across the Sudbury Court and Pebworth Estates. 52 new trees were planted.



Sudbury Town - part of a series of landscape projects in Sudbury including tree planting, town centre flower boxes and grass verge wildflowers. Community engagement with Sudbury Town Neighbourhood Forum, and other residents groups active in the area. 24 new trees were planted.

Willesden Green Trees - two projects in Willesden Green, following on from previous work in the area which included trees in the town centre and some residential streets. Work in previous years has also included funding from GLA for trees and town centre improvements. Project involved community engagement with Willesden Green Residents Association, and some residents from Kings Road. All tree stumps in the project area are being removed and replaced with new trees. 69 new trees were planted.

Alperton & Wembley Trees - planting new trees across Alperton and Wembley Central Wards, including residential streets, Alperton Town Centre, Ealing Road and Wembley High Road.

Stonebridge Trees - match funding from S106 put forward to assist in securing a larger bid to Defra/GLA for tree planting in nine wards with lowest tree canopy cover. Targeted tree planting in areas with poor air quality and highest indices of deprivation.

4.0 Section 278 Highway Agreements

- 4.1 Section 278 (s278) of the Highways Act 1980 allows a developer to carry out works to the public highway. This is generally necessary where planning permission has been granted for a development that requires improvements to, or changes to, public highways.
- 4.2 During 2019/20 the Council entered into 16 s278 highways agreements associated with the development proposals outlined below. The description and value of these highway works are outlined below.

Table 12: s278 agreements in 2019/20

Development	Description of works	Value of works
Perimeter Way West, Engineers Way	Realignment of road to accommodate Olympic Steps public realm improvement	£34,000
Minavil House, Ealing Road	Junction improvements at Ealing Road/ Bridgewater Road to provide pedestrian crossing facilities	£162,000
Site 29/30 Stonebridge Hat - Winchelsea Rd	New estate access road and footways	£207,000
10-11Watkin Road, Wembley	On-street loading bay and footway widening	£24,000
SW03 - 40 South Way	Widened footway with loading bay	£59,000
Kelaty House, First Way	Amended site access and footway resurfacing	£25,000
Plot E05, First Way	Site access and footway resurfacing	£31,000
Empire Way / Lakeside Way - Wembley Hill Rd	Pedestrian crossing on Empire Way	£192,000
Plot E03, First Way	On-street loading bay and footway widening	£91,000
Northwick Park Hospital spine road development	New access road and footway/cycleway, together with amended junction arrangements along Watford Road with improved pedestrian crossings	ТВА
Morrison Car Park, Westmoreland Road	New footway and contraflow cycle lane	£259,000
Perimeter Way East/Engineers Way	Junction works at Perimeter Way East & Wembley Park Boulevard	£76,000

Development	Description of works	Value of works
	to accommodate Olympic Steps public realm improvements	
SW03a & W11 Raised Table and Zebra crossing, South Way	Extension to South Way speed table, zebra crossing & access to Premier Inn	£408,000
SW03 - phase 2, South Way	On-street loading bays and footway widening	£62,000
Alperton House, Bridgewater Road	Footway widening, central island and new site accesses	ТВА
Durham Court and Gloucester House, Kilburn Park Road	Amended site accesses and parking bays	£26,000





Cabinet 7th December 2020

Report from the Strategic Director of Regeneration & Environment

Commercial Property Rent

Wards Affected:	All
Key or Non-Key Decision:	Key Decision
Open or Part/Fully Exempt:	Part Exempt – Appendix 2 is exempt as it contains the following category of exempt information as specified in Paragraph 3, Schedule 12A of the Local Government Act 1972, namely: "Information relating to the financial or business affairs of any particular person (including the authority holding that information)"
No. of Appendices:	Two: Appendix 1: Voluntary code Appendix 2: Arrears summary (This document contains exempt information)
Background Papers:	None
Contact Officer(s):	Denish Patel Acting Head of Property denish.patel@brent.gov.uk Tel: 020 8937 2529 Nick Ljustina Operational Director of Property & Assets nick.ljustina@brent.gov.uk Tel: 020 8937 5025

1.0 Purpose of the Report

1.1 The Corona Virus Act 2020 ("CA2020") came into force on 26th March 2020. It provides a moratorium on forfeiture of commercial leases for non-payment of rent until the end of 2020 (extended twice since June 2020). The Act also prevents the Council, until at least the end of 2020 from using commercial rent arrears recovery, unless we are owed 276 days or more of unpaid rent (this will go up to 366 days on the 25 December 2020). Rent under the moratorium includes any amount payable under the lease such as service charges, insurance payments, utilities, etc.

- 1.2 On 18th May 2020, the Chief Executive, under her emergency delegated powers, agreed to defer commercial tenants' rental payments up to 25th September 2020, with individual cases being decided under the delegated authority of the Finance Director and the Strategic Director of Regeneration and Environment.
- 1.3 Members to note that the moratorium has undermined our ability to put in place formal deferral and repayment agreements with commercial tenants, who either are paying their rent in full or are not paying at all. Non-payment of rent has had a significant impact on our rent collection rate since April 2020, as shown in confidential appendix 2.
- 1.4 Members to note that in June 2020 the Government published a voluntary code ("Code") for commercial property relationships during the Covid-19 pandemic. The key principles of the code are 1) Transparency and Collaboration 2) A Unified Approach 3) Government Support and 4) Acting Reasonably and Responsibly. The Code is shown in appendix 1.
- 1.5 The risk of doing nothing is that commercial tenants' arrears will continue to accrue and will increase bad debt. A recovery in the commercial property sector ("sector") from this low point is likely to be protracted. Once the sector moves away from a period of balanced demand and supply, it tends to take a relatively long time to re-adjust. Social, economic and technological forces will eventually move the sector from the old price-quantity equilibrium to new conditions of demand and supply. When making decisions on each case, the Council will need to balance the need to improve short-term cash flow against longer-term return on investment. The process set out in paragraph 2 will provide the agility, which is key to coping with the current volatility within the commercial property sector.

2.0 Recommendations for Cabinet

- 2.1 This report recommends that Members agree:
- 2.2 To formalise the application process for full or partial rent deferrals or rent negotiation through an online form. The online form will ensure that tenants provide the necessary evidence to support their application and will allow us to verify the claim and assess the liquidity and solvency of the business i.e. identify those tenants who are experiencing cash flow issues now but who will likely be in a better position to meet their rental costs in the future. The government is clear that where businesses can pay their rent, they should do so.
- 2.3 That a panel consisting of officers from Property, Finance and Debt Collection departments review each case and make recommendations to the Finance Director and the Strategic Director of Regeneration and Environment in accordance with the broad criteria below:
 - Temporary illiquidity of the tenant is a direct consequence of the pandemic.
 - The business is considered to be a micro business or SME.

- The premises has been closed due to the pandemic, it cannot trade or has suffered a significant reduction in trade.
- Evidence of illiquidity in the form of cash flow statement, statement of means or financial accounts.
- Where the tenant is letting multiple premises from various landlords, the Council acts consistently with those other landlords.
- There is a good prospect of the tenant's business recovering.
- 2.4 That delegated authority is granted to the Finance Director, in consultation with the Strategic Director of Regeneration and Environment, to make full or partial rent deferral and rent negotiation decisions (in exceptional cases this may include lease re-gearing) on commercial tenancies to effect the most appropriate commercial property solution on a case-by-case basis.
- 2.5 Where businesses have arrears and do not engage in the process for applications for rent deferrals, or do not conform to the agreement made as part of that process, that the Council use the full legal powers to recover rent now and in the future. This would include:
 - Use commercial rent arrears recovery, where allowed by statute (for example, where Brent is owed 276 days or more of unpaid rent);
 - ii. Adding interest where tenants have not agreed rent deferrals with the Council (this is generally a standard lease provision);
 - iii. Threat of forfeiture of the lease once the moratorium on forfeiture of commercial leases for non-payment of rent is lifted.
- 2.6 These provide an incentive for tenants to either pay their rent or formally agree an arrangement with the Council.

3.0 Detail

- 3.1 Out of the commercial tenants in arrears, 25% of them owe about 80% of the total rental income due. Therefore, the focus in relation to rent collection efforts will be on these debtors as a priority.
- 3.2 The unpaid rent that has become due since the start of the pandemic in the U.K. is significant, but not the largest part of the total debt owed. The table in confidential appendix 2 shows an analysis of unpaid rent following the start of the pandemic.
- 3.3 The moratorium on forfeiture has made it more difficult to collect historic rent as well as the rent that has become due during the pandemic.
- 3.4 The more commercial tenant arrears continue to grow, the less likely it is that they will be collectible when the moratorium is over. In order to maximise total rent collection over the coming years, it is proposed that the Director of Finance,

in consultation with the Strategic Director of Regeneration and Environment, make commercial property solution decisions on a case-by-case basis.

4.0 Financial Implications

- 4.1 The total commercial rent outstanding is shown in confidential appendix 2.
- 4.2 In order to incentivise commercial tenants to engage with the process for agreeing rent deferrals or lease re-gears with the Council (rather than just not paying their rent), the report recommends using the full legal powers available to recover rent now and in the future for tenants that do not engage with the process (para 2.5). This includes adding interest charges if such conditions are provided for within the leases.

5.0 Legal Implications

5.1 The Code

- 5.2 The Ministry of Housing, Communities and Local Government produced the Code (appendix 1) in order to help landlords and tenants consider and seek to agree how best to navigate the landlord and tenant relationship in respect of commercial tenancies during the pandemic when usual business operations are wholly or partially constrained as a result of the pandemic. It is designed to apply to all commercial leases held by businesses which have been seriously negatively impacted by the COVID-19 crisis. It does not change the underlying legal relationship or lease contracts between landlord and tenant or any guarantor.
- 5.3 Though the Code is voluntary the recommendations in it are regarded by the several organisations who have endorsed it as best practice in light of the pandemic. The Council should consider which of the recommendations described in the Code it can adopt and implement them accordingly.
- 5.4 The Code will apply until 24 June 2021.
- 5.5 Paragraph 9.9(a) of Part 3 of the Constitution gives the Director of Finance delegated authority and responsibility for the administration of the Council's financial affairs. The Director of Finance's responsibility in this regard includes responsibility to operate and advise on an effective system of internal control and to provide an effective internal audit service. The recommendations detailed in paragraph 2 of this report which are concerned with financial administration are within the scope of the Director of Finance's delegated powers.
- 5.6 The Landlord and Tenant Act 1954, LCTA 1995 and other landlord and tenant legislation mentioned in this report needs to be read in conjunction with the CA2020 and the best practice recommendations in the Code (whilst not legally binding) should all be considered before commencing any action to forfeit a commercial tenancy or recover unpaid monies due under a commercial lease.

6.0 Equality Implications

- 6.1 None identified.
- 7.0 Any Other Implications (HR, Property, Environmental Sustainability where necessary)
- 7.1 None identified.
- 8.0 Proposed Consultation with Ward Members and Stakeholders
- 8.1 N/A

Report sign off:

Alan Lunt

Strategic Director of Regeneration and Environment





Code of Practice for commercial property relationships during the COVID-19 pandemic



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Ministerial Foreword

Our commercial property sector is respected across the world and has attracted record international investment in recent years. It acts as a foundation for our economy, providing our businesses with space to operate even as their needs change. Likewise, commercial landlords rely on a vibrant and growing business community to occupy their properties.

The current pandemic, and the necessary restrictions government has introduced to constrain it, represent an unprecedented challenge for both tenants and landlords. While some of these restrictions are now being lifted, we know that the economic disruption of coronavirus will continue to be felt for some time.

Our objective for the commercial property sector during this period is simple: to provide the right support to those in the chain of commercial property payments, from customers, to tenant businesses, to commercial landlords and lenders, so that our economy can recover swiftly. To date, this has meant enacting a moratorium on forfeitures and associated measures for tenant businesses and making available over £330bn of guaranteed loans. This in addition to a significant package of interventions including business rate relief and the world-leading Coronavirus Job Retention Scheme.

Now, this code will support businesses to come together to negotiate affordable rental agreements. It builds upon the discussions already taking place by giving those tenants and landlords affected by the crisis the tools to come to a mutually beneficial agreement; ensuring that best practice becomes common practice.

Government has always been clear that tenants who are able to pay their rent in full should continue to do so, whilst those businesses that cannot pay in full should communicate with their landlord and pay what they can. Landlords should also provide support to businesses if they too are able to do so.

This Code of Practice sits alongside other measures, such as the moratorium on forfeiture of commercial leases and changes to Commercial Rent Arrears Recovery, statutory demands and winding up petitions, which provide tenant businesses the breathing space to work with landlords and other partners on a plan for a sustainable future. But these measures cannot last forever, which is why we have worked closely with leading business groups to publish this Code of Practice.

Our transition back to normality will take time and government will continue to monitor the economy to determine whether further intervention is necessary. This Code of Practice represents a good starting point on our road to economic recovery.

Minister for Regional Growth and Local Government

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Introduction

- 1. This Code of Practice is published in response to the impacts of COVID-19 on landlords and tenants in the commercial property sector and covers the whole of the United Kingdom. It is intended to reinforce and promote good practice amongst landlord and tenant relationships as they deal with income shocks caused by the pandemic. This is a voluntary code and does not change the underlying legal relationship or lease contracts between landlord and tenant and any guarantor.
- 2. COVID-19 and the associated closure measures have had a significant impact on the economy, and on the income of the hospitality, leisure and retail industries in particular. Businesses will continue to feel the effects of this as the economy recovers from the shock of this pandemic. In this situation, it is in the interests of both landlords and tenants to do everything reasonable to enable otherwise viable businesses to continue operating through the period of recovery. This means that landlords and tenants must work together collaboratively and many will want to find temporary, and where possible sustainable, arrangements outside of the existing letter of their leases in order to create a shared recovery plan. The aim of this code is to facilitate those discussions by communicating best practice and presenting a unified approach.
- 3. The legal position is that tenants are liable for covenants and payment obligations under the lease, unless this is renegotiated by agreement with landlords. Tenants who are in a position to pay in full should do so. Tenants who are unable to pay in full should seek agreement with their landlord to pay what they can, taking into account the principles of this code. This will allow landlords to support those tenants who are in greatest need and to maintain development activity which will contribute to economic recovery. It also means landlords should provide support to a tenant where reasonably possible, whilst having regard to their own financial commitments and fiduciary duties.
- 4. We all recognise the difficulties that many tenants are facing, particularly those affected by the closures during lockdown. Not all will be in the same position as they previously were in terms of ability to pay rent and it may be in the interest of both parties to reach a new temporary agreement. We hope this code will help provide options for tenants and landlords to discuss, and that this will in particular help smaller businesses without access to significant legal or other resources. Tenants experiencing temporary severe hardship as a result of the impact of coronavirus should feel able to approach their landlords to discuss a request for support. Landlords should be willing to consider a reasonable case put forward by a tenant in such distress and whether some temporary arrangement the landlord can reasonably offer might enable the tenant to survive.
- 5. Where government support (for example the Coronavirus Job Retention Scheme, loans, grants, Business Rates Relief or VAT deferral) has been provided to businesses, whether landlord or tenant, this support is intended to help them meet the costs of maintaining their businesses and saving jobs. We recognise rent is one of these costs.
- 6. This code applies to all commercial leases held by businesses which have been seriously negatively impacted by the COVID-19 crisis, whether, for example, in the hospitality, retail, leisure, office, industrial and logistics, ports, or rural sectors but it is

- expected that the hospitality, leisure and parts of the retail sectors will have most need of it. Businesses within the agricultural sector may also want to consider the principles included, whilst acknowledging the differing legal framework for agricultural tenancies.
- 7. Each relationship will need to respond to these circumstances differently. Therefore, this code is voluntary and presents options for how to agree new payment arrangements. The relationship between landlord and tenant is defined by law (and by contract in Scotland), and parties may wish to seek legal advice when agreeing payment arrangements.
- 8. Both parties should take into account the impact of any changes to the long-term viability of their businesses. They should also consider any resources that may be available to them and, having regard to their duties and other stakeholders, be willing to consider renegotiating rent where possible to ensure the continuation of viable businesses.
- 9. Some landlords and tenants will have already come to new arrangements in response to COVID-19 shocks and have followed best practice in doing so. We expect these arrangements will be honoured and the publication of this code does not change that. Similarly, government recognises that there will be circumstances where parties are unable to reach agreement and that other measures may be necessary.
- 10. Landlords and tenants are encouraged to engage with their lenders and finance providers to seek flexible support in relation to their existing financial arrangements where this is needed. UK Finance has issued the following guidance in advance of this code: https://www.ukfinance.org.uk/covid-19/business-support/support-for-commercial-landlords
- 11. Current government interventions, including the moratoriums on forfeiture and antiirritancy measures in England/Wales/Northern Ireland and Scotland respectively, do not
 undermine or permanently alter the existing legislative framework governing the
 relationship between tenant and landlord. These interventions are intended to be
 exceptional, time-limited measures to deal with unprecedented times of acute market
 shock. Government is also currently legislating to limit use of statutory demands and
 winding up petitions until 30 September through the Corporate Governance and
 Insolvency Bill.
- 12. The following organisations have endorsed this code and will encourage their members to adhere to the principles and approach. The code, and the signatories' support of it, will apply until 24 June 2021. To date, signatories include the following leading representative bodies who formed the code's steering group:
 - a. British Chambers of Commerce
 - b. British Property Federation
 - c. British Retail Consortium
 - d. Commercial Real Estate Finance Council Europe
 - e. Revo
 - f. Royal Institution for Chartered Surveyors
 - g. UKHospitality

- 13. Signatories also include the following organisations who support the code's principles:
 - a. Agricultural Law Association
 - b. Association of Convenience Stores
 - c. British Beer and Pubs Association
 - d. British Independent Retailers Association
 - e. British Kebab Alliance
 - f. Central Association of Agricultural Valuers
 - g. Country Land Association
 - h. Federation of Small Businesses
 - i. Property Owners Forum
 - j. Scottish Property Federation
 - k. Tenant Farmers Association and Tenant Farmers Association Cymru
 - I. UKActive
 - m. UK Major Ports Group

Principles

- 14. **Transparency and Collaboration:** We have a mutual interest in business continuity that reaches far beyond the extent of this pandemic. We are economic partners, not opponents. Therefore, in all dealings with each other, in relation to this code and the COVID-19 crisis, we will act reasonably, swiftly, transparently and in good faith. This is without prejudice to requirements of reasonableness as exist in any regulatory regime or in relation to legislation.
- 15. A Unified Approach: We will endeavour to help and support each other in all of our dealings with other stakeholders, including governments, utility companies, banks, financial institutions and others, to achieve outcomes reflecting this code's objectives and to help manage the economic and social consequences of COVID-19.
- 16. Government Support: Where businesses (whether landlord or tenant) have received government COVID-19 related subsidies or reliefs (for example the Job Retention Scheme, loans, grants, business rates relief or VAT deferral), we recognise that this support has been provided to help businesses meet their commitments. This will include a spectrum of costs from supplies of goods and services as well as rent and other property costs such as insurance, utilities and service charges.
- 17. Acting Reasonably and Responsibly: We will operate reasonably and responsibly, recognising the impact of COVID-19, in order to identify mutual solutions where they are most needed.
- 18. We recognise there will be cases where landlords and tenants have followed these principles but have been unable to reach a specific agreement. They might both feel that a negotiated outcome could still be achieved and therefore a third party mediator could be employed by mutual agreement of tenants and landlords to help facilitate negotiations (if the cost of this is proportionate and with the understanding both sides would bear their own costs).

New arrangements

- 19. Every landlord and tenant relationship is different and we respect the rights of parties to settle on an arrangement that reflect this. However, in seeking an arrangement and any changes to rental payments, both parties should act in good faith, reasonably and flexibly as set out in the principles above.
- 20. Tenants seeking concessions should be clear with their landlords about why this is needed. This means being prepared to be transparent and explaining their request by providing financial information about their business. This should be to an appropriate and relevant extent, which may differ from case to case. Landlords should provide concessions where they reasonably can, taking into account their own fiduciary duties and financial commitments, and landlords seeking to refuse concessions should be clear with their tenants about why they are doing so. This means providing a reasonable explanation of their decision which clearly takes into account the information provided by

- the tenant. Both parties will want to consider how to protect commercially sensitive information as part of this process.
- 21. In considering a tenant's request to renegotiate their rent, landlords may wish to bear in mind the impact of the following issues on the entire business of both the tenant and the landlord. This is not an exhaustive list but could give an indication of the extent to which the tenant's financial position has been impacted across their entire business:
 - a. Closure period impacting the tenant's business and ability to trade via other means.
 - b. Duration and extent of restricted trading due to social distancing requirements.
 - c. Extra costs and obligations through protecting customers to adhere to social distancing requirements.
 - d. Needs of other stakeholders, such as banks, employees and suppliers, during this period.
 - e. Government support received and how this has been used.
 - f. The tenant's previous track record under its lease terms and any concessions to the tenant already agreed.
 - g. The impact that providing support may have on the tenant's competitors and on other support already offered to tenants.
 - h. Possible alternative considerations in a regulated sector. For example, pubs that are regulated under the Pubs Code.
- 22. Agreeing and adhering to a new arrangement agreed to by both parties should protect against forfeiture (or irritancy in Scotland) for non-payment of rent under the previous lease terms (to the extent that the rent has been amended by the rent payment plan) after the Coronavirus Act 2020 moratorium on forfeiture (and similar measures in Scotland) is lifted and for so long as the rent payment plan applies. It should also apply to leases not covered by the moratorium (e.g. agricultural).
- 23. The below sets out options of new arrangements that could be agreed to by both parties. While we all want to see cooperation and parties working together, these options are intended as suggestions and parties are not obliged to adopt them. This is not intended as an exhaustive list and parties may wish to suggest and come to other arrangements not set out below. Parties should also not take any inference from the order in which they are listed:
 - a. A full or partial rent-free period for a set number of payment periods.
 - b. A deferral of the whole or part of the rent for one or more payment periods.

- c. The payment of the rents over shorter payment periods for a set time (e.g. monthly rather than quarterly) including provision for their payment in arrears.
- d. Rental variations to reduce ongoing payments to a current market rate and/or to provide for all or part of the rent to be paid as a proportion of turnover of the site, incorporating any period during which the site was closed.
- e. Landlords drawing from rent deposits on the understanding that the landlord will not then require that the deposits be 'topped up' by the tenant before it is realistic and reasonable to do so.
- f. Reductions in rent, either in whole or part, across other units occupied by the tenant and owned by the landlord, as part of a negotiated agreement applying to a portfolio of units.
- g. Landlords waiving contractual default interest on unpaid rents or rents paid in arrears to make payment plans more affordable.
- h. Provisions for ending the solutions on a fixed date, or on reaching the trigger point of particular circumstances.
- i. Tenants and landlords agreeing to split the cost of the rent for the unoccupied period between them.
- j. Any of the above in return for other arrangements e.g. a reversionary lease on reasonable terms, the removal of a break right in favour of the tenant, or an extension of the lease.

Service and insurance charges

- 24. It is important that buildings continue to be insured and safely maintained so that they are ready to support the economy's recovery after the COVID-19 crisis. Any service charge and insurance charge payable under the lease is not profit-making, and, unless otherwise agreed, needs to be paid in full. Recognising the impact this may have on tenants' finances, in relation to service charges:
 - a. These should be reduced accordingly where the lack of use of a property has lowered the service charge costs incurred.
 - b. Conversely, it is acknowledged that in some cases there may be additional service costs required, e.g. in order to operate a building which complies with health and safety requirements in the context of COVID-19, or recommissioning where buildings are reopened.
 - c. Landlords should ensure that service charge costs are reduced where practicable and consistent with providing best value for occupiers.

- d. Where possible, the frequency of tenant service charge payments should be spread over shorter periods.
- e. Where there is a known net reduction in overall service charge due to lack of use of a property (taking into account any additional COVID-19 related costs), this reduction should be passed on to tenants as soon as possible ahead of the end of year reconciliation in order to help with cash flow and business viability.
- f. Landlords should ensure that all management fees reflect the actual work carried out in managing the services and the service charge during the COVID-19 crisis.
- g. Any solution the parties reach in relation to service charge should take account of the RICS Professional Statement Service Charges in Commercial Property, 1st edition and of all RICS guidance in relation to service charges and COVID-19.



By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

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