Public Document Pack

Brent

Cabinet

Tuesday 6 April 2021 at 10.00 am

This will be held as an online virtual meeting.

The link to view the meeting is available here.

Membership:

Lead Member Councillors:	Portfolio
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

For electronic copies of minutes, reports and agendas, and to be alerted when the minutes of this meeting have been published visit: **democracy.brent.gov.uk**

The press and public are welcome to attend this meeting. The link to view this 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;

or

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

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

Agenda

Introductions, if appropriate.

Item		Page
1	**Apologies for Absence**	
2	**Declarations of Interest**	
	Members are invited to declare at this stage of the meeting, the nature and existence of any relevant disclosable pecuniary or personal interests in the items on this agenda and to specify the item(s) to which they relate.	
3	**Minutes of the Previous Meeting**	1 - 4
	To approve the minutes of the previous meeting held on 08 March 2021 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.	
	Members are asked to note that the following petition is due to be received at the meeting:	
	Divest Brent Council from Fossil Fuel Companies – Brent Divest	
	The Lead Petition (or their nominated representative) will have up to 5 minutes to present the petition.	
6	**Reference of item considered by Scrutiny Committees (if any)**	
	There are no items to be considered at this meeting.	
	Chief Executive's Reports	
7	**Brent Climate and Ecological Emergency Strategy 2021-30**	5 - 58
	This report presents the final version of Brent's Climate and Ecological Emergency Strategy (2021-2030) for adoption following a further period of public consultation between November 2020 and January 2021. The Climate and Ecological Emergency Strategy includes the key objectives,	

themes and areas of focus that will ensure Brent works towards its goal of carbon neutrality by 2030.

Ward Affected:	All Wards	**Lead Member:** Lead Member for Environment (Councillor Krupa Sheth) **Contact Officer**: Tom Welsh, Climate Emergency Strategy Manager, Strategy and Partnerships Tel: 020 8937 6607 tom.welsh@brent.gov.uk

8 Streamlining of the Brent Black Community Action Plan 59 - 78

This report presents a streamlined version of the Brent Community Action Plan for review. The proposed plan has incorporated ongoing feedback and recommendations from the recent LGA peer review. It also presents a Year One Delivery Plan that had been established to outline priority areas to be delivered within the next financial year.

Ward Affected:	All Wards	**Lead Member:** Deputy Leader (Councillor Margaret McLennan) **Contact Officer**: Elaine Cleland-Awity, Community Action Plan Coordinator, Stategy and Partnerships Tel: 020 8937 2566 elaine.cleland-awity@brent.gov.uk

9 Public Sector Decarbonisation Scheme - Energy Efficiency - Works in Brent Corporate Buildings 79 - 92

This report outlines a project which sets out to improve the energy efficiency of the Brent Council retained buildings with the highest energy consumption, creating energy and cost savings to the Council.

Ward Affected:	All Wards	**Lead Member:** Deputy Leader (Councillor Margaret McLennan) **Contact Officer**: Catherine Arotsky, Senior Project Manager Energy and Sustainability, Finance Tel: 020 8937 2942 catherine.arotsky@brent.gov.uk

10 Corporate Performance - Q3 2020/21 Performance 93 - 130

This report provides a corporate overview of performance information in

the third quarter of 2020/21 linked to the Borough Plan priorities.

Ward Affected:	All Wards	**Lead Member:** Deputy Leader (Councillor Margaret McLennan) **Contact Officer**: Shazia Hussain, Assistant Chief Executive, Strategy and Partnerships Tel: 07436702383 shazia.hussain@brent.gov.uk

Community Well-being Reports

11 Water Charges and Brent Council Tenants 131 - 142

This report outlines the proposed approach to issuing refunds to current and former Brent Council residents in relation to previous arrangements for the billing and collection of water charges.

Ward Affected:	All Wards	**Lead Member:** Lead Member for Housing and Welfare Reform (Councillor Eleanor Southwood) **Contact Officer**: Emily-Rae Maxwell, Head of Housing and Neighbourhoods, Housing Management and Property Tel: 020 8937 2023 emily-rae.maxwell@brent.gov.uk

12 Authority to Commission Community Equipment Provider 143 - 156

This report sets out the details of the award of a call-off contract for the community equipment provider. It requests authority to award contracts as required by Standing Order 88 and summarises the process undertaken in tendering the framework from which it is proposed to call off.

Ward Affected:	All Wards	**Lead Member:** Lead Member for Adult Social Care (Councillor Harbi Farah) **Contact Officer**: Sunny Mehmi, Head of Urgent Care, Adult Services Tel: 020 8937 1323 sunny.mehmi@brent.gov.uk

Regeneration and Environment Reports

13 South Kilburn Regeneration Programme: Approval of Procurement Processes for Future Phases and Associated Matters 157 - 188

This report outlines and seeks approval for a number of procurement processes for future phases and associated matters of the ongoing South Kilburn Regeneration Project.

Ward Affected: Kilburn

Lead Member: Lead Member for Regeneration, Property and Planning (Councillor Shama Tatler)
Contact Officer: Marie Frederick, Senior Project Manager, Estate Regeneration

Tel: 020 8937 1621
Marie.Frederick@brent.gov.uk

14 Roe Green Infant School Kitchen & Improvement Works - Approval of Capital Funding 189 - 196

This report concerns the extension to kitchen facilities at Roe Green Infant School. It requests approval to assign capital funding to deliver a kitchen extension project at the school.

Ward Affected: Queensbury

Lead Officer: Lead Member for Schools, Employment and Skills (Councillor Thomas Stephens), Lead Member for Regeneration, Property and Planning (Councillor Shama Tatler)
Contact Officer: Neil Martin, Schools Capital Programme Team

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

Digital and Customer Services Reports

15 Debt Write-Off Procedure 197 - 236

This report outlines the changes to the debt write-off procedure and details those debts over £3,000 that had been written off, as required by the Council's Constitution. It also provides an updated version of the Council's Ethical debt Recovery policy.

Ward Affected: All Wards

Lead Member: Deputy Leader (Councillor Margaret McLennan)
Contact Officer: Peter Cosgrove, Head of Revenues and Debt, Revenues

Tel: 020 8937 2307
peter.cosgrove@brent.gov.uk

16 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: “Information relating to the financial or business affairs of any particular person (including the authority holding that information)"

Item 9: Public Sector Decarbonisation Scheme - Energy Efficiency - Works in Brent Corporate Buildings – Appendix 2 (Cost of technologies by site and category)

Item 12: Authority to Commission Community Equipment Provider – Appendix 1 (List of Contractors)

Item 13: South Kilburn Regeneration Programme: Approval of Procurement Processes for Future Phases and Associated Matters – Appendix 4 (Funding Agreement)

Item 14: Debt Write-Off Procedure – Appendix 3 (Debt Write Off)

17 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: Monday 10 May 2021

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`Brent

LONDON BOROUGH OF BRENT

MINUTES OF THE CABINET
Held as an online meeting on Monday 8 March 2021 at 10.00 am

PRESENT (in remote attendance): Councillor M Butt (Chair), Councillor McLennan (Vice Chair) and Councillors Farah, Knight, Nerva, M Patel, Stephens, Krupa Sheth, Southwood, and Tatler

1. **Apologies for Absence**

None.

2. **Declarations of Interest**

None.

3. **Minutes of the Previous Meeting**

RESOLVED that the minutes of the previous meeting held on 08 February 2021 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)**

None.

7. **Resident Support Fund**

Councillor Southwood, as Lead Member for Housing and Welfare Reform introduced a report on the proposal to bring the current Local Welfare Assistance Scheme (LWA) to an end, and revise the Resident Support Fund to include those parts of LWA that were not currently offered within it.

Cabinet noted that the LWA had been designed to support residents experiencing short-term emergency financial hardship or unexpected expenditure. This had been supplemented in August 2020 by the Resident Support Fund, with funding from this source originally designed to support residents specifically affected by the Covid-19 pandemic and subsequent lockdowns.

The proposal to discontinue the LWA and include those elements not already covered within the revised operation of the Resident Support Fund formed part of the development of a more integrated and streamlined approach towards financial inclusion. This include support for those residents experiencing financial hardship as the focus moved forward from the pandemic.

Members noted the outline of support mechanisms that the revised Fund had been designed to provide, as detailed within section 5 of the report. This included a focus not only on welfare support but also for those experiencing difficulties in relation to rent and mortgage arrears.

In summing up, Councillor M Butt, Leader of the Council drew members' attention to the current financial context in which the proposals were being brought forward, as detailed within section 4 of the report, which reflected the significant increase in the amount of households experiencing financial hardship across the borough during the pandemic.

Having considered the proposals, Cabinet **RESOLVED**:

(1) To agree to discontinue the current Local Welfare Assistance (LWA) scheme.

(2) To approve the revision of the Resident Support Fund (RSF) to begin 1 April 2021 as set out in section 5 of the report.

(3) To delegate to the Strategic Director for Customer and Digital Services, in consultation with the Cabinet Member for Housing and Welfare Reform, authority to agree eligibility criteria for the new Resident Support Fund from 1 April 2021 to administer and award grants and loans.

(4) To approve the continuation of an interest free loan arrangement as set out in section 7 of the report.

(5) To approve payment to the Credit Union of such sums remaining in the Council Tax – Covid – 19 Hardship Fund 2020 – 21 and at such frequency as the Director of Finance considers appropriate from which Covid-19 Support Fund Loans will be made and delegate to the Director of Finance in consultation with the Director of Legal, HR, Audit and Investigations authority to finalise the terms of the investment.

(6) To agree to transfer all remaining funds from the existing Local Welfare Scheme to the Resident Support Fund scheme.

8. Special Needs Transport Managed Service - Contract Renewal

Councillor Krupa Sheth, as Lead Member for Environment introduced a report detailing the outcome and cost options relating to the re-procurement of the managed personnel contract that provided drivers and assistants for the shared Special Needs Transport (SNT) service, and the proposal to pay the London Living Wage (LLW) to staff employed through the contract.

Members noted that the recommissioning exercise had been a process led by the London Borough of Harrow, on behalf of Brent. Confirmation was provided that the

associated costs would be funded through corporate reserves in 2021/22 and then built into the Medium Term Financial Strategy from 2022/23 onwards.

Councillor M Butt, Leader of the Council reaffirmed the Council's commitment to ensuring that the LLW was pursued as standard across Council contracts, in view of the wider benefits provided.

RESOLVED that Cabinet approve an uplift in payment in line with LLW which draws from the Council's reserves in 2021/22, but which would be included in the Council's Medium Term Financial Strategy from 2022/23 onwards.

9. **Purchase of 83 Wembley Park Drive for rough sleepers accommodation**

Councillor Southwood, as Lead Member for Housing and Welfare Reform introduced a report detailing the freehold purchase of 83 Wembley Park Drive through the Housing General Fund, in order to increase the supply of supported housing for people sleeping rough and to help reduce the use and cost of temporary accommodation.

As part of a joint introduction, Councillor Tatler, as Lead Member for Regeneration, Property and Planning also took the opportunity to thank the Property and Housing teams for their hard work in securing the purchase of the freehold.

Members noted that the proposal would generate a significant reduction in the reliance and costs relating to provision of temporary accommodation as well as providing more stable and higher quality accommodation for those in need and some of the most vulnerable residents in the borough.

In considering the recommendations, Cabinet noted the information provided within the exempt appendix accompanying the report.

Having noted the comments provided, Cabinet **RESOLVED**:

(1) To approve the purchase of the freehold of 83 Wembley Park Drive, London HA9 8HE with vacant possession to meet the needs of people who have been sleeping rough and rehoused through the Government's rough sleeping move-on initiatives.

(2) To delegate authority to the Strategic Director of Regeneration and Environment, in consultation with the Strategic Director of Community Well Being, to agree the terms of the purchase and acquire the property subject to financial and legal due diligence, vacant possession and to contract.

(3) To note that completion of the property needs to take place by March 2021 in order to secure the funding arrangements and an extension was not guaranteed.

10. **Exclusion of Press and Public**

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

11. **Any other urgent business**

None.

The meeting ended at 10.15 am

COUNCILLOR MUHAMMED BUTT
Chair

Brent	**Cabinet** 6 April 2021
	Report from the Assistant Chief Executive

Brent Climate & Ecological Emergency Strategy (2021-2030)

Wards Affected:	All
Key or Non-Key Decision:	Key
Open or Part/Fully Exempt:	Open
No. of Appendices:	One: Appendix A: Brent Climate and Ecological Emergency Strategy (2021-2030)
Background Papers:	None
Contact Officer(s): (Name, Title, Contact Details)	Tom Welsh Climate Emergency Strategy Manager tom.welsh@brent.gov.uk 0208 937 6607 Oliver Myers Head of Environmental Strategy and Commissioning oliver.myers@brent.gov.uk 0208 937 5323

1.0 Introduction

1.1 The purpose of this report is to present Cabinet with the final version of Brent's Climate and Ecological Emergency Strategy (2021-2030) for adoption following a further period of public consultation between November 2020 and January 2021.

1.2 The Climate and Ecological Emergency Strategy includes the key objectives, themes and areas of focus that will help Brent to do all in its gift to reach its overall aim of carbon neutrality by 2030.

2.0 Recommendations

2.1 That Cabinet approves the final Brent Climate and Ecological Emergency Strategy (2021-2030) following a further period of public consultation and following further officer consideration (updated strategy document provided as Appendix A).

2.2 That Cabinet notes that a more detailed breakdown of the consultation process, a short illustrative version and an easy-read version for people with disabilities are available on the Climate Emergency section of the council's website (www.brent.gov.uk/climateemergency).

3.0 Context

3.1 It is clear that achieving the goal of net zero carbon emissions by 2030 will be hugely challenging. The council is not able to fund directly the level of infrastructure required to achieve this goal. The scale and urgency of the Climate and Ecological Emergency therefore requires us to build consensus with all sections of the community on the radical changes that are needed imminently about the way that all of us heat and power our homes, move about and make choices about what we eat and buy.

3.2 Since the original climate and ecological emergency declaration in July 2019, Brent has sought to develop this long-term strategy with the goal of consensus in mind. As is detailed within the strategy document itself, the key themes and priorities have been developed following extensive engagement with Brent residents, and through aligning ourselves to similar London-wide goals – positioning Brent in the best position possible to do all that we can to respond the climate and ecological crisis.

4.0 Recent Consultation on Brent's Draft Climate and Ecological Emergency Strategy

4.1 A key facet of the development of the draft Climate and Ecological Emergency Strategy was to ensure that it genuinely followed the priorities of our residents and communities wherever possible. Cabinet approved the draft version of the Strategy for a further stage of public consultation at its meeting on 9 November 2020.

4.2 The consultation portal was open for comments between 17 November 2020 and 15 January 2021 and also captured wider details about the demographics of respondents. At the close of the consultation on 15 January, there had been 76 responses received via the consultation portal. This included a couple of responses from resident associations and environmental groups in the borough who appeared to have sent a single response on behalf of their members.

4.3 In order to try to reach the widest number of people and demographic groups as possible, the council did not solely consider responses to the online consultation portal. An online workshop was hosted with disabled residents, groups and their carers, which took place on 13 January 2021 and focused on obtaining the views of those with a disability on the key themes within the strategy.

4.4 A recorded roundtable webinar was also hosted with the Jason Roberts Foundation (based in Stonebridge) facilitating a dialogue between young people and Councillor Krupa Sheth (Lead Member for Environment) and Oliver Myers (Head of Environmental Strategy and Commissioning) on 14 January 2021, allowing them the space and opportunity to give their perspective on how we tackle the climate and ecological emergency.

4.5 Two letters responding to the consultation were also sent to Councillor Krupa Sheth from Brent Friends of the Earth and Brondesbury Park Residents Association respectively. The draft strategy was also scrutinised at the Resources and Public Realm Scrutiny Committee on 1 December 2020 where a number of recommendations and suggestions were made by the Committee.

4.6 All of these responses have been analysed and considered ahead of the final strategy being brought back to Cabinet for final adoption. It can be deduced from responses to key questions that ultimately there is support for the council's aims and objectives on tackling the climate and ecological emergency, and there is a will from the community to be involved and support this crucial agenda.

4.7 It is also important to re-emphasise that the end to this phase of engagement does not mean the end to engagement on this agenda. The strategy document makes clear throughout that to deliver carbon neutrality by 2030 all of Brent's communities (defined broadly as including residents, residents groups, community and voluntary groups, schools, businesses, registered providers etc) will need to contribute and work both with and independently of the council where necessary to achieve this collective aim.

4.8 Many of the comments or ideas put forward as part of this engagement phase that are not specifically mentioned in the strategy document or year one delivery plan have not been discounted. These ideas and comments have been recorded by officers and will be referred back to in order to help shape content on further engagement on specific issues; considered in the development of new projects where opportunities and funding arises outside of the actions in the strategy's delivery plan; and to form a longlist of potential actions and themes for action to be considered in advance of the delivery plans being formally refreshed each year.

5.0 Summary of Strategy Objectives and Themes

5.1 The ultimate aim of the Strategy remains to do all in our gift to make Brent a carbon neutral borough by 2030. This is also supported by an ecological aim of boosting and protecting biodiversity, and minimising the risk of ecological collapse in years to come. We have reverted to calling the strategy the Climate and *Ecological* Emergency Strategy following comments received which questioned its scope during the most recent consultation period.

5.2 The document aims to harness the opportunities that the council has in order to make a direct impact on the climate emergency, to identify where investment will be required for maximum impact, but also where the council can lead by supporting and enabling different key communities to play their part in sharing ownership of this substantial agenda.

Theme 1: Consumption, Resources and Waste

5.3 The long-term objective of this theme is: 'By 2030, our communities will be living more sustainably: consuming less of the products and materials that accelerate climate change, whilst also wasting less of the world's natural resources. This

behaviour shift will have helped to cut Brent's consumption emissions by two-thirds, and drive a substantive reduction in the amount of household waste produced within the borough'. The key areas of focus in achieving this goal are creating the optimum conditions for community-led behaviour change; ensuring that the supporting waste related infrastructure continues to be improved; and enhancing the green and circular economy in Brent (shifting to a local economic model where resources and products are kept in use for a long as possible).

5.4 Following comments received from the most recent consultation, amendments have been made to include more detail on: the role of consumption in everyone's daily lives; the impact of food waste; and meat consumption; and focusing on all aspects of the waste hierarchy – not just recycling. Updated wording for actions CYP03 (expanding recycling opportunities in schools) and R&E09 (intensification of floorspace for low-carbon/cleantech businesses) within the 21-22 delivery plan has also been provided.

Theme 2: Transport

5.5 The long-term objective of this theme is: 'By 2030, petrol and diesel road journeys will have at least halved in the borough, being driven as close as possible to zero, with an accompanying increase in journeys made by residents through cycling, walking or public transport'. The key areas of focus in achieving this goal are: supporting and encouraging active travel; moving away from petrol and diesel vehicles; and encouraging public transport where possible and safe to do so.

5.6 Following comments received from the most recent consultation, amendments have been made to include more detail on: the council's strategic vision for long term active travel infrastructure; supporting residents through the transition to electric vehicles; and continued specific liaison with TfL over areas which are not directly within the council's control. Updated wording for actions R&E01(healthy neighbourhoods and school streets) and R&E02 (EV charge points), R&E03 (bike hangars), R&E04 (cargo bikes), and CYPO02 (sustainable travel plans) within the 21-22 delivery plan has also been provided.

Theme 3: Homes, Buildings and the Built Environment

5.7 The long-term objective of this theme is: '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 caused by climate change - and we will do all in our gift to achieve an average Energy Performance Certificate rating of 'B' in directly owned council stock. The key areas of focus in achieving this goal are: improving energy efficiency in all homes and buildings, whether existing or new-build, facilitating a shift to powering homes and buildings through renewable energy sources; and adapting our homes and buildings to ensure that they are more climate resilient to cope with the potentially dangerous effects of climate change in years to come.

5.8 Following comments received from the most recent consultation, amendments have been made to the title of this theme (now, Homes, Buildings and Built Environment, in order to provide a wider scope) and to include more detail on:

how sustainability considerations are present within the planning and construction process for new builds; and working with the private rented and owner occupied sector on energy efficiency. Updated wording for actions R&E13 (net zero council estate) within the 21-22 delivery plan has also been provided.

Theme 4: Nature and Green Space

5.9 The long-term objective of this theme is: 'By 2030, Brent will be one of the greenest, most biodiverse and climate-resilient boroughs in London with our residents better connected to nature'. The key areas of focus identified in achieving this goal are: enhancing green (and blue) spaces and biodiversity wherever possible; improving our wider green infrastructure such as green corridors; and adapting our green spaces to assist in mitigating against adverse weather impacts in years to come.

5.10 Following comments received from the most recent consultation, amendments have been made to include more detail on: the council's tree policy and the role of trees in tackling the climate emergency; the scope of our planned Green Infrastructure Vision and Climate Resilience Plans; and the education centre at Welsh Harp as a key blue space in the borough. Updated wording for actions R&E14 (green infrastructure vision) within the 21-22 delivery plan has also been provided.

Theme 5: Supporting Communities

5.11 Underpinning all four themes above is the overarching theme of ensuring that our communities are supported in delivering the proposed climate objectives for the borough. The long-term objective of this theme is: 'Everyone who lives, works or studies in Brent will have improved access to clear and understandable information on the need to tackle the Climate and Ecological Emergency, and as many people as possible will be actively engaged in taking action to help the borough become carbon neutral by 2030'.

5.12 The key areas of focus in achieving this goal are: developing an environmental network in Brent for organisations, communities and individuals to be the catalysts of driving this agenda forward; supporting the key sectors which will need to be at the forefront of making sustainable change happen and through launching and utilising the Brent Carbon Offset Fund to drive carbon reduction at a local level.

5.13 Following comments received from the most recent consultation, amendments have been made to include more detail on: re-emphasising the need to be inclusive on this agenda and also providing additional wording to highlight the importance of both schools and businesses.

6.0 Key Next Steps

6.1 Following the adoption of this strategy, the 2021-2022 delivery plan will become live and officers will press ahead with the development and implementation of each of the key actions listed. Focus will also be on expanding the Brent

Environmental Network and plans for sustaining community engagement both now and into the future.

7.0 Monitoring and Performance

7.1 Once adopted, the strategy will be treated as a 'live' document, with the annual delivery plans reviewed each year to ensure that the Borough is progressing against its overall aim for carbon neutrality by 2030. The setting of intermediary/midway targets for the Strategy for the period leading up to 2030 will be considered as part of this ongoing review process.

7.2 The strategy document also sets out in more detail the main sources of carbon and consumption emissions data, plus other key sources of information which will be monitored accordingly to provide a key indication of progress made against the objectives of the strategy itself.

8.0 Alternative Options Considered

8.1 Given the financial pressures that the council is facing and competing council priorities following the onset of COVID-19, alternative approaches include a 'business as usual' approach. However, as is made clear within the strategy document, through working together with Brent's communities, the council remains committed and ambitious in its goal to attain carbon neutrality by 2030. Failure to act at such a crucial time risks setting in train climate deterioration that will have huge adverse impacts for the borough and its population in years to come. For these reasons, 'business as usual' is not considered desirable.

8.2 An approach that solely focuses on the council's own estate and operations is also not supported, in view of the above but moreover, because the council's own emissions only account for one percent of Brent's total territorial carbon emissions. It is also thought that there is no other central body in Brent that can play a leadership role to bring together individuals and organisations in tackling this issue with the speed and urgency it requires.

9.0 Financial Implications

9.1 The financial implications for each action within the 2021-2022 action plan are set out at the end of the strategy document, attached as Appendix A. Overall, of the 23 actions proposed, five are already factored into existing budgets, 11 result in new additional activity where costs can be contained within existing departmental budgets, six have external funding secured and one requires further work where due to the early stage of project scoping, the financial implications are yet to be fully developed. This refers to implementing the council's plan to achieve net zero for the council's own estate and operations by 2030 (R&E13). These plans are likely to have both revenue and capital financial implications, which will be assessed as the detailed plans and recommendations are developed.

9.2 In addition, the 2021/22 budget agreed by the Council set out additional funding to support the delivery of the Climate and Ecological Emergency Strategy.

10.0 Legal Implications

10.1 The Climate Change Act 2008 (the Act) is the statutory basis for the UK's approach to tackling and responding to climate change. The Act places a legal duty on central government to set legally binding targets to reduce UK greenhouse gas emissions to net-zero by 2050.

10.2 The data provided from those who sign up to the Brent Environmental Network will be managed in accordance with General Data Protection Regulation (GDPR) and other relevant Data Protection legislation.

10.3 In delivering the Brent Climate and Ecological Emergency Strategy, the Council will need to have regard to internal governance procedures and the Public Contract Regulations 2015 in respect of any procurement.

11.0 Equality Implications

11.1 The council, as a public authority exercising public functions, is subject to a general public sector equality duty (PSED) under section 149 of the Equality Act 2010 (EqA). The PSED requires public authorities to have 'due regard' to:

- The need to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the EqA
- The need to advance equality of opportunity between persons who share relevant protected characteristic and persons who do not share it. This involved having due regard to the need to:
  - Remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic
  - Take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it
  - Encourage persons who share the relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low
- The need to foster good relations between persons who share a relevant and protected characteristic and those who do not share it. This includes having due regard to the need to tackle prejudice and promote understanding.

11.2 A full Equalities Impact Assessment has been undertaken and is available on the climate emergency section of the council's website (www.brent.gov.uk/climateemergency). This strategy and action plan will support Brent Council to continue to meet its public sector equality duties.

12.0 Human Resources Implications

12.1 To support the delivery of this strategy, two additional posts relating to Sustainability will be recruited to in the near future.

13.1 Property Implications

13.1 This council is working towards a decarbonisation strategy for Brent's estate as noted within the 2021-2022 delivery plan (action reference R&E13). Energy audits are currently taking place across the council's estate to inform this work, and potential funding streams are being identified.

14.0 Environmental Sustainability Implications

14.1 Environmental sustainability considerations are integral to the purpose, content and recommendations in this report.

15.0 Proposed Consultation with Ward Members and Stakeholders

15.1 In addition to the consultation process outlined in Section Four of this report, two Members' Learning and Development Sessions on the Climate and Ecological Emergency have taken place over the last few months, and members have also been encouraged to respond to both the consultation and a more general neighbourhood survey which had been running concurrently to the consultation period.

15.2 We have also encouraged our ward councillors to become community champions and have prepared fact sheets for members to use to promote the council's response to the Climate and Ecological Emergency and to engage with residents, businesses, schools and community groups in their ward. Members will be at the forefront of community engagement and will be champions for climate action.

15.3 Ultimately, every individual who lives, works or studies in Brent has a stake in tackling the Climate and Ecological Emergency. The strategy has been developed with the views of our residents at its heart. As previously stated in paragraph 4.7, the strategy document makes clear throughout that to deliver carbon neutrality by 2030 all of Brent's communities (defined broadly as including residents, residents groups, community and voluntary groups, schools, businesses, registered providers etc) will need to contribute and work both with and independently of the council where necessary to achieve this collective aim. A sustained plan for community engagement will be developed and put into operation through the growth of the Brent Environmental Network - which now has just under 350 members signed up.

Report sign off:

Shazia Hussain
Assistant Chief Executive

Brent Climate & Ecological Emergency Strategy
2021-2030

Brent

London Borough of Brent

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Foreword

We are living in a Climate and Ecological Emergency

We are already seeing the devastating effects of climate change. 2020 was the hottest year ever recorded and was punctuated by volatile and unprecedented weather around the globe, whether it be wildfires in Australia or floods in the UK. 2021 has begun in the same vein, with severe flooding in Wales and the north of England already this year. The climate risk to Brent is no different. If we do not act it is inevitable that the worst effects of climate change will directly affect all of us in the future.

The COVID-19 pandemic has had a widespread impact on Brent and our residents. The pandemic has laid bare existing inequalities, with some of our most vulnerable residents hit the hardest. Similarly, the effects of the climate emergency will disproportionally affect the groups who are least resilient to them. This must bring into clearer focus our duty to act. There will be no vaccine to save us from climate change in years to come.

The time to start acting is now. Brent has declared a climate and ecological emergency and pledged to do all in our gift to achieve carbon neutrality in the borough by 2030. This strategy follows that pledge, and provides a focus for climate action through five key themes, with the speed and urgency it requires. The government's plan for a net zero UK by 2050 is a timescale that is not nearly ambitious enough to tackle the problem in front of us. We are clear at the outset that the scale of the challenge to achieve carbon neutrality will be too great for the council to act alone. We will only be successful if we are working collaboratively with our residents and communities every step of the way.

This strategy has been developed over the past year in close consultation with our residents, from the Brent Climate Assembly, through to the recent consultation we undertook on the draft of this document which has now completed. I want to say a huge thank you to everyone who took part in the consultation process and provided your feedback, thoughts and ideas. We have analysed your feedback and have made amendments to the final version of this document accordingly. What is clear, however, is that engagement on tackling the climate and ecological emergency cannot stop with the adoption of this document. We must redouble our efforts to engage with all of our diverse communities, and particularly people who are more likely to be adversely affected by climate change, and to encourage everyone in the borough to join us in taking action on our journey to carbon neutrality.

By working together, we can tackle the climate emergency and create a greener, cleaner and more sustainable borough for all of our communities, both now and into the future.

Cllr Krupa Sheth
Cabinet Member
for Environment

Introduction and Context

What does the Climate and Ecological Emergency mean for Brent?

It is widely agreed by climate scientists that if urgent action is not taken within the next decade to reduce emissions and limit global heating, the damage done to our climate and ecosystems will be irreversible. In Brent, the effects are likely to be most acutely felt through more intense heatwaves, droughts, floods and biodiversity loss. The interconnected nature of the global economy means that this could also manifest in the shape of water shortages, food shortages and the displacement of people. This will place increased pressure on council services, health systems and wider infrastructure in the borough in years to come.

International organisations and national governments are grappling with this crisis, but for any global targets to be made, change has to happen on the ground at the local level. Brent will therefore play its part and strive to transform our local area to be carbon neutral by 2030. This means reducing Brent's total net carbon emissions to zero – reducing existing emissions as far as possible, then balancing out any remaining emissions by removing an equivalent amount of greenhouse gases from the atmosphere.

It is not all about avoiding catastrophe. The climate and ecological crisis provides an immediate opportunity for positive social, economic and environmental change both nationally and locally through a transition to a net zero carbon economy, a cleaner and greener environment and a fairer and healthier society. However, this will only be possible if all aspects of communities are on board with this radical and exciting journey. Everyone who lives, works and studies within our borough boundary will need to contribute to this transformation.

The environmental themes within this document are interrelated and must be considered in the round. If we achieve our objectives, we can bring about positive changes to our local community on many of the issues that matter to people such as cleaner air, greener spaces, warmer homes, healthier travel and a thriving local economy.

International Milestones

Paris Agreement
December 2015

Special Report from the Intergovernmental Panel on Climate Change (IPCC)
October 2018

National Milestones

UK Parliament declared Climate Emergency
May 2019

UK Parliament makes law for **net zero carbon reduction target** by 2050
May 2019

London Milestones

Mayor of London released **Environmental Strategy** and declares **Climate Emergency**
May-December 2018

London Councils Transport & Environment Committee/London Environmental Directors Network (LEDNET) Joint **Climate Change Statement**
November 2019

London Councils **Green Recovery Plan**
July 2020

Local Milestones

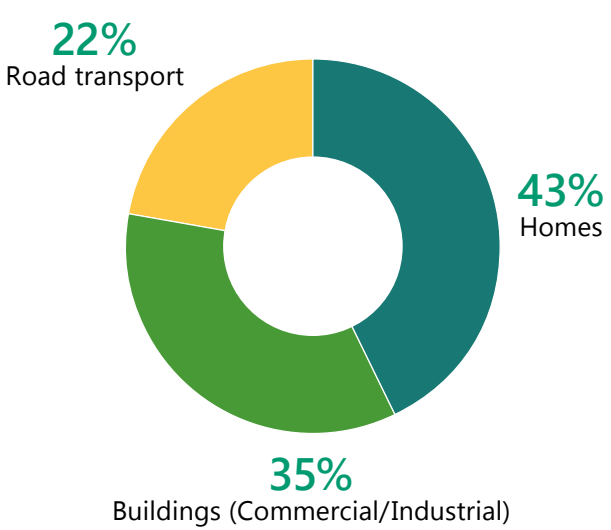
Brent Council declared Climate and Ecological Emergency
July 2019

Emissions in Brent

In Brent, there has been a 35% reduction in total carbon emissions between 2005 and 2018.

It is positive that emissions are going in the right direction, but carbon neutrality will not be possible on a 'business as usual' trajectory. Accelerating the speed and increasing the scope of collective climate action in Brent needs to start immediately.

Brent CO_2 emissions 2018



The themes within this strategy provide a focus on the areas which are the most significant causes of emissions. Carbon dioxide (CO_2) is one of many greenhouse gases, but it is the biggest contributor to climate change. Within Brent, direct carbon emissions arise from three major sources: energy use in homes, energy use in buildings and road transport. These are areas that can be influenced more directly, and where change can be observed more easily.

The majority of carbon emissions from homes, buildings and road transport sources come from privately owned sources. We will seek to lead by example and will provide the necessary leadership on these issues, but we cannot fund or directly intervene to guarantee the scale of the change required. Genuine, practical change will require individuals and organisations to contribute and take action in ways that will benefit the climate for future generations.

This strategy has been constructed to provide a platform on what we think Brent residents wish to see prioritised, and a focus for anyone reading it on the key actions that need to be at the forefront of tackling the climate emergency.

Brent's Wider Greenhouse Gas 'Consumption' Emissions

Energy use in homes and buildings and fuel use from road transport are the three key sources of direct CO_2 emissions in Brent. However, there are indirect greenhouse gas emissions which arise from the products we buy, the types of food we eat and how we travel outside of the borough boundary.

These wider indirect emissions arising from our daily buying decisions are more difficult to measure but are estimated to be over four times as high as the direct emissions from homes, buildings and road transport. This will require a general shift to more sustainable behaviour and actions from everyone in Brent!

The Current Challenges

Funding

In August 2019, we commissioned the independent Brent Carbon Scenarios 2030 Study which modelled a number of different scenarios for potential carbon reduction and the capital costs. The challenges identified were enormous. A 100% carbon reduction by 2030, would come at a cost of £3.1 billion (with additional costs of a zero carbon national electricity grid not quantified).

How can we overcome this?

We will work together with all of our communities to ensure that Brent secures funding from existing and future national and regional programmes for carbon reduction, energy efficiency, waste reduction, air quality, sustainable urban drainage, biodiversity and tree planting (amongst other things). Innovative and creative thinking on fundraising to deliver climate-friendly programmes will also be required by the council and its communities.

COVID-19

The impact and disruption caused by the COVID-19 pandemic has been enormous, with the UK's Gross Domestic Product (GDP) still 9% below pre-pandemic levels in November 2020. The economic effects on Brent are likely be felt throughout this decade, which is the timeframe for this strategy. The risk posed by inaction, and the long-term problems caused by climate deterioration to both councils and their populations remain hugely significant.

How can we overcome this?

The two crises of a global pandemic and climate emergency have collided and both require an urgent response. We have an unprecedented opportunity to converge solutions to both crises, to ensure that we achieve a truly green recovery.

Changing our behaviour

For many, a lack of understanding can make climate change seem like a large, complex and overwhelming concept. The Brent Climate Assembly challenged us to ensure individuals are equipped with better information to understand how they personally can contribute. It will require big lifestyle changes that some people may view to be difficult and unnecessary at the current time.

How can we overcome this?

We will work together with all of our communities to make it as easy as possible for people to adopt simple sustainable changes to lifestyles that can make a big difference. We will seek to develop plans for change that are both observable and measurable on a wider scale. We know that we can change our behaviour from our response to the COVID-19 – lockdowns all around the world have shown that widespread behavioural change is possible and at speed. Human behaviour may have driven us to this point – but we are also the ones who can ensure we avoid climate and ecological catastrophe.

The Current Challenges (continued)

Lack of coordinated action

There are amazing individuals and groups who are taking action to tackle the climate and ecological emergency in Brent. The challenge is linking like-minded groups and individuals together to gain a greater understanding of the projects and actions being taken, so that best practice and practical expertise can be replicated across the local area and on an increased scale to ensure that positive action can have the widest possible collective impact.

How can we overcome this?

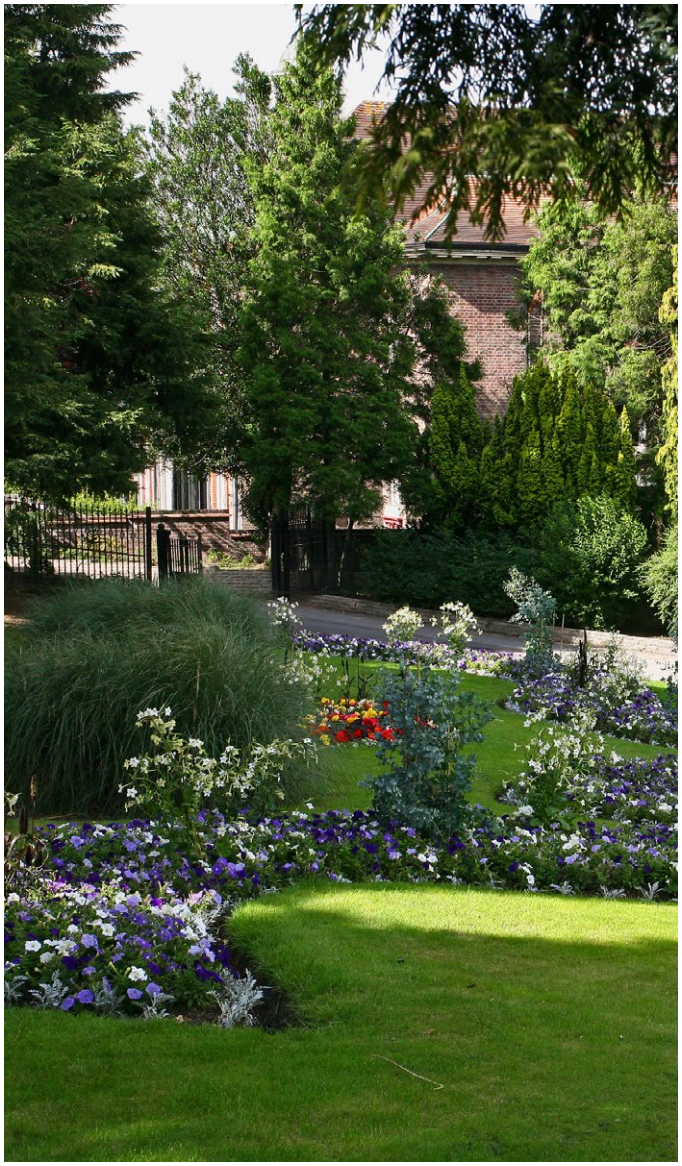
We will lead by example and will provide the necessary leadership to bring the community together to address this issue with a positive and collaborative agenda, ensuring that the carbon neutral transition is fair for all. We will work to build on existing partnerships with other councils and partners across London to increase our impact and create new partnerships with key communities and sectors in Brent through the establishment of the Brent Environmental Network.

Tackling environmental issues comprehensively

Tackling the climate and ecological emergency requires action across a number of different and complex environmental issues, ranging from: carbon reduction; water conservation, cleaner air, healthy and active travel, biodiversity loss, greener spaces, adapting to global heating, warm homes, reducing waste and growing the green and circular economy. The challenge is ensuring that there is widespread understanding of how all these issues relate to each other.

How can we overcome this?

Environmental sustainability issues are interrelated and will be tackled in a joined-up way. We have adopted a systemic, organisation-wide approach to tackling these interwoven environmental issues. It is through this lens that we will work most closely with our communities in Brent, working in tandem to tackle the issues most likely to have a positive impact on improving the environment in Brent.



Declaring a Climate & Ecological Emergency

The London Borough of Brent passed a council motion to declare a Climate & Ecological Emergency at the Full Council meeting on 8 July 2019.

The Council's declaration made commitments to:

- **Do all reasonable in the Council's gift to aim for carbon neutrality for 2030** and work with government to achieve the national 2050 target
- Empower a Lead Member to take responsibility for tackling climate change in Brent and produce a report on this subject within 6 months which also promotes the importance of local biodiversity
- Develop a Carbon Offset Fund and Strategy
- Redirect our investments into renewables and carbon free/neutral technologies
- Continue to deliver reductions in emissions through support for district energy & renewables
- Make representations to national government to urge them to provide the power and resources to the Mayor and local authorities
- Explore the viability of there being an annual green summit for interested parties

- Request that the appropriate scrutiny committee review the actions taken to reduce carbon emissions in Brent and the Council at the end of the municipal year.

It is within this context that the council commenced its work on putting these goals into action, and working with residents and communities to get their views on climate and ecological issues, on how the borough would be best served to achieve the aim of carbon neutrality by 2030.

Investing Responsibly via the Brent Pension Fund

The Full Council motion resolved that at every opportunity, to redirect the council's investments into sustainable, renewable and low carbon investments.

The council appreciates that where the Brent Pension fund is invested is very important to residents and should reflect our aims for tackling the climate and ecological emergency.

Through the declaration and development of this strategy, the Brent Pension Fund sub-committee is committed to an ongoing review of the investments of the pension fund. This considers new investments in low carbon, renewable and sustainable funds which are in line with the council's commitments to environmental sustainability and carbon neutrality.

It is recognised that environmental, social and governance issues can influence the ability to achieve long term sustainable returns. Therefore, this has been reflected in the Pension Fund's investment and funding strategy.

Working Together – Development of the key themes

Community Engagement

The **Brent Climate Assembly** took place over three workshops in November and December 2019, and was made up of 53 residents who were representative of the borough in terms of age, gender, ethnicity, socio-economic group and locality. Assembly members voted on a longlist of potential actions which led to the development of a set of themes and recommendations which have informed this strategy.

A Youth Climate Summit with the Brent Youth Parliament was also held, carrying out a similar process on a smaller scale to gain recommendations for climate action from the borough's young people, which were then presented to the wider Assembly, along with suggestions from over 300 individuals and groups who were invited to post their ideas on the Assembly website. In summer 2020, we undertook further engagement with residents through two Brent Connects sessions, to explore how the council and its communities can begin to put the recommendations developed previously by the Brent Climate Assembly and Youth Summit into a plan of action until 2030.

We developed a draft version of this strategy on the basis of this initial input from the community, and made this document available for consultation and comment between November 2020 and January 2021. 76 people responded to the online consultation, and the council also held workshops and engagement events with disabled residents/groups and young people. Comments were also received on the draft document from the Resources and Public Realm Scrutiny Committee in December 2020 and in separate written responses from Brent Friends of the Earth and the Brondesbury Park Residents Association.

All of this helpful feedback has been analysed and changes have been factored into the final version of this document where possible. Specific comments and ideas from residents will also continue to be assessed for potential inclusion in future yearly delivery plans linked to this strategy.

Community engagement has therefore been at the core of the development of this strategy, and will remain so in its delivery over the next decade.

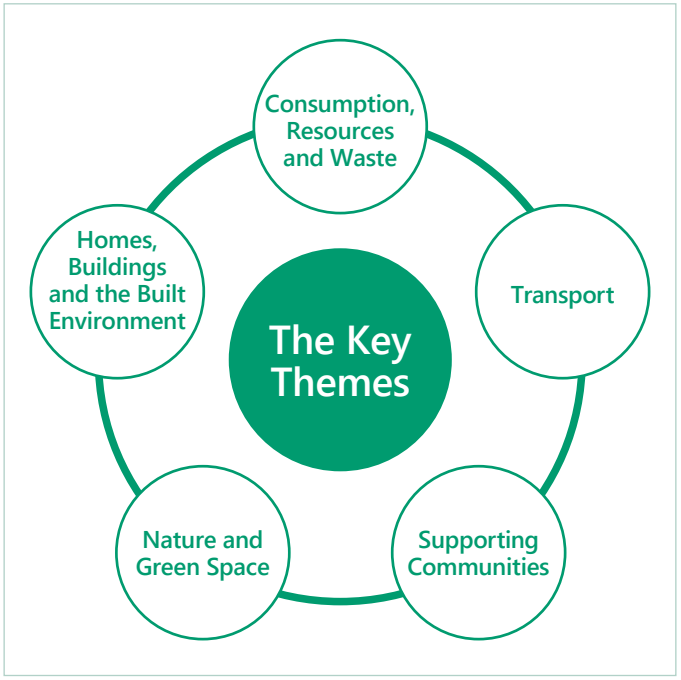
Working Together – Development of the key themes (continued)

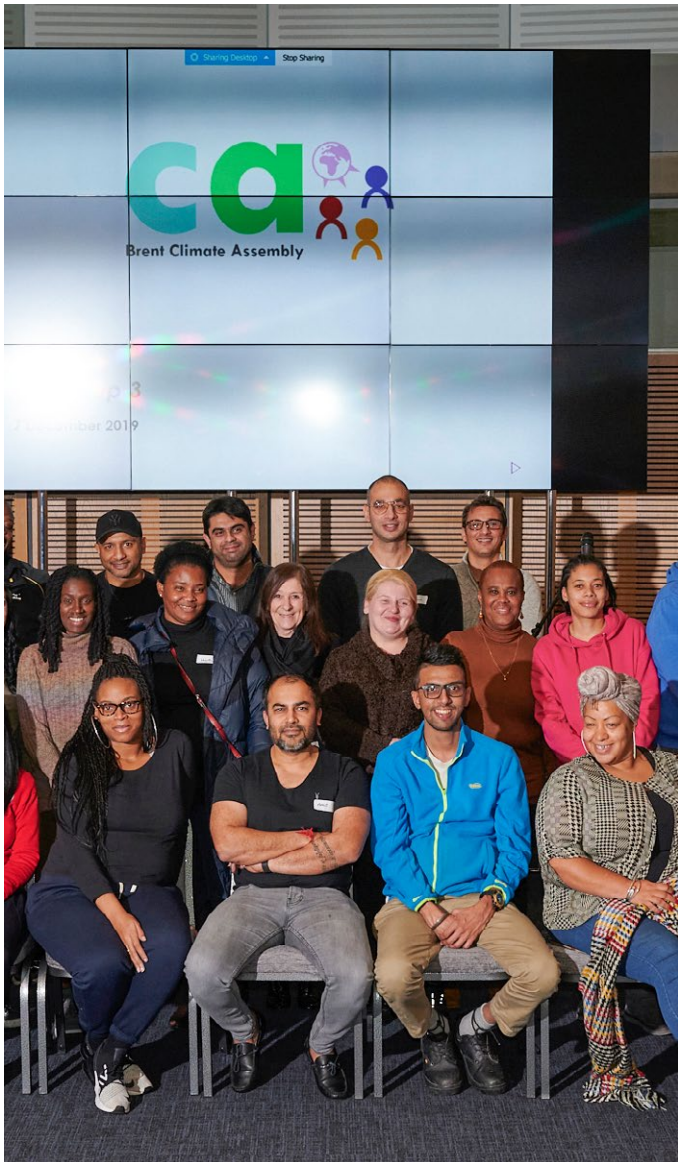
Alignment with London-wide ambitions

All London Boroughs are facing similar challenges on the scale of greenhouse gas and specific carbon reduction emissions that are required if carbon neutrality is to be achieved by 2030. This strategy has therefore sought to align Brent's ambitions wherever possible with the London-wide ambitions set out in the London Councils' Transport and Environment Committee & London Environment Directors' Network (LEDNET) Joint Statement on Climate Change, and the London Councils' Green Recovery Plan.

- Retrofit London
- Low-carbon development
- Halve petrol and diesel road journeys
- Renewable power for London
- Reduce consumption emissions
- Build the green economy
- Creating a resilient and green London

The Key Themes





The Key Themes

Key Theme 1 – Consumption, Resources and Waste

Our Objective

By 2030, our communities will be living more sustainably: consuming less of the products and materials that accelerate climate change, whilst also wasting less of the world's natural resources. This behaviour shift will have helped to cut Brent's consumption emissions by two-thirds, and drive a substantive reduction of household waste produced within the borough.

The Issue:

If humans are to be successful in our efforts to prevent the worst effects of climate change, then every single one of us has a significant role to play – whether at home, school or work. Sustainability should be at the forefront of our every day lives. At the heart of this is the fundamental need for us to consume less of the products and materials that damage the environment, and to waste less of the world's natural resources. This could span from wasting less plastic, using less water, flying less, repairing your existing products (such as clothing) to wasting less food and eating less meat.

Meat and dairy specifically accounts for around 14.5% of global greenhouse gas emissions, according to the United Nations (UN) Food and Agricultural Organisation. Meanwhile, the fashion industry is responsible for 10% of annual global carbon emissions, more than all international flights and maritime shipping combined. Greenhouse gas emissions caused by consumption and waste within Brent's boundary are difficult to measure, but are estimated to represent over four times the carbon emissions which are emitted directly from energy use in housing, buildings and road transport in the borough. Widespread community action is therefore the key influence, and the key to tackling consumption emissions.

Why it matters:

Not only will a significant reduction in consumption emissions go a long way to tackling the climate emergency, this is an environmental theme which is of huge importance to our residents. The Brent Climate Assembly voted for more potential actions to tackle the climate emergency relating to this theme than any other theme, viewing it as practical, relatable and an area where the council and its communities could all be empowered to make positive changes.

How will Brent get there?
The key areas of focus:

1. Community-Led Behaviour Change

Regular communication campaigns and engagement with communities will be a crucial element of promoting a shift towards more sustainable daily habits and behaviours. Communications will be simple, relatable and easy for anyone in the borough to understand, factoring in the array of languages and cultures that are present in Brent. Education about the importance of the waste hierarchy within different settings will be key, and ensuring that this information is accessible to all.

We will think innovatively about communications techniques and be ambitious in targeting and reaching demographics or local areas that are felt to be harder to reach or engage on this topic. COVID-19 has shown the importance of utilising trusted local community voices to help spread awareness and inspire behaviour change. This is a model which should be retained and replicated when communicating with all of our diverse communities and sectors.

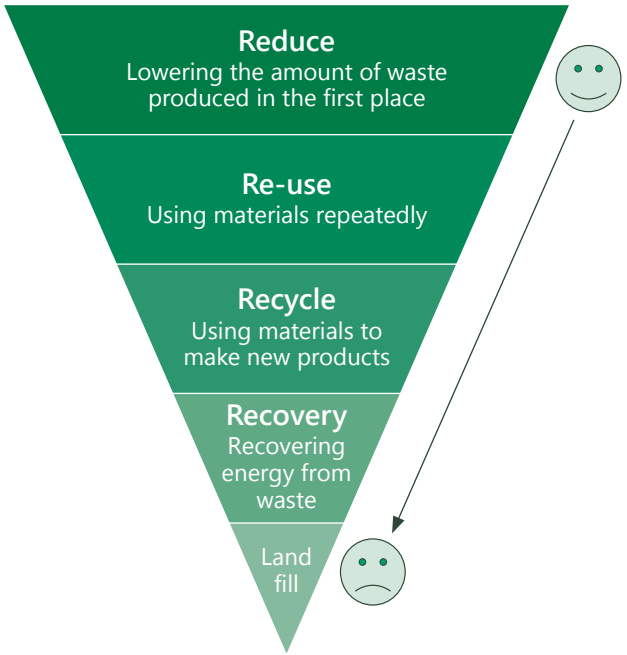
Focus will be on the widespread benefits of sustainable behaviours to residents, including signposting to existing sources, to help them assess their own carbon impacts and make informed choices. Focus should be on the widespread benefits

of sustainable behaviours to residents, including signposting to existing sources, to help them assess their own carbon impacts and make informed choices.

At the heart of this will be our plan to develop a borough-wide, Brent Environmental Network, to develop the intelligence and the networks to ensure that information and education campaigns have a positive and widespread effect.

Engagement with specific sectors will also be a key part of this process, with organisations such as schools, businesses and voluntary groups having significant roles to play in encouraging a shift to more sustainable behaviours. We will also lead by example through our own operations.

Waste Hierarchy



This image is known as the 'Waste Hierarchy'. It considers the most environmentally favourable cycle of a product or material from first use, through to disposal.

Read more

Waste Hierarchy Guidance

2. Supporting Infrastructure

Reducing the amount of waste we create in the first place and improving our waste collection and recycling processes will provide the basis from which to reduce consumption emissions in the longer term.

The main waste infrastructure challenges for the borough rest with two main issues. These are contamination, typically in communal bins for blocks of flats; and food waste being mixed with general waste. We will seek to focus on addressing these key challenges and continue to seek to improve performance holistically across the waste hierarchy in the short, medium and long term.

Brent's **Recycling and Reduction Plan** complements this theme, and should be read in alignment with this strategy. It outlines that we will continue to work closely with our contractor (where necessary) to improve the infrastructure in the borough across a host of issues in relation to waste reduction, maximising recycling, reducing environmental impacts and maximising local waste sites.

We are also in the process of developing a sustainable procurement policy which will embed a sustainable approach in the procurement for all products and services. A central element of this will be ensuring a reduction in the environmental impact of our supply chain, which is hoped to have a positive impact within the council and community, and to encourage other organisations to do the same.

Did you know?
Brent residents recycle only **37%** of household waste, which is below the national average of **45%**

Did you *also* know?
Your food waste can be turned into electricity if you recycle it rather than throwing it away

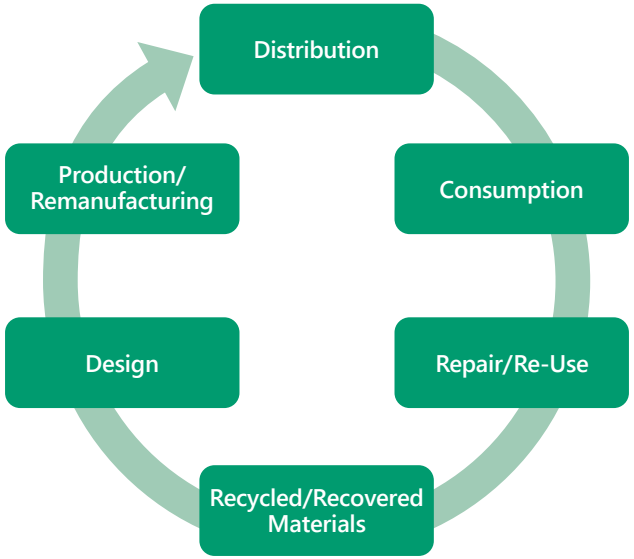
3. Enhancing the Low Carbon Circular Economy

Underpinning this is the need for Brent, and all of London, to move towards a low carbon, circular economy. This would involve a radical shift away from our current linear economy and 'throwaway culture' where products are made → used → disposed to one in which resources and products are kept in use for as long as possible. This will also be at the centre of green economic recovery efforts following the COVID-19 pandemic.

Brent is well placed to enhance its low carbon circular economy over the next 10 years as it is already amongst the top for London boroughs with the highest rates of employment in this sector. There are around 860 businesses in the borough involved in the circular economy. We will aspire to continue to build this sector and support this economic model of operation as a key mechanism for tackling the climate and ecological emergency.

'Green' jobs are ultimately considered to be the jobs of the future. The council will support the growth of the circular economy, working with both local and West London partners on creating pathways into green jobs in the local area. We will also work with pan-London partners on pressing the government to ensure that there is the relevant focus and investment on the circular economy and green jobs, as necessary.

Key elements to a circular economy



This is a climate emergency! What can I do to help?

A few examples...

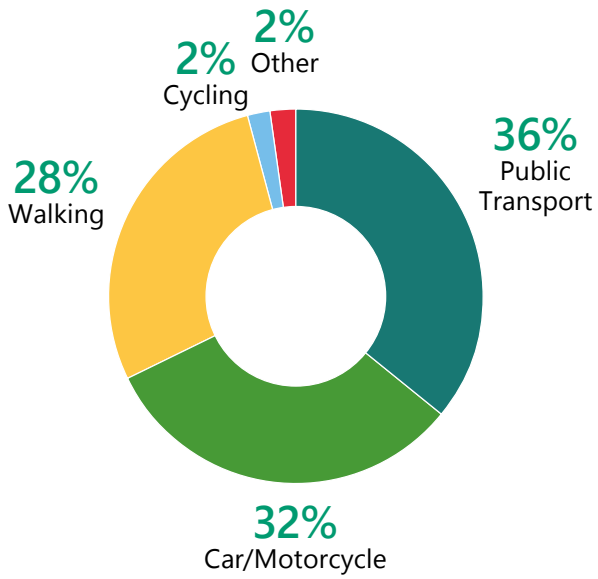
- Calculate your **carbon footprint**
- Download the **Recycleopedia** app
- Make the most of your clothes: via **Love Your Clothes** or **TRAID** amongst others
- Use a refillable water bottle
- Cut down on plastic bottles – shampoos etc
- Use one bag for life!
- Take shorter showers to conserve water – time them!
- Buy a water butt – save rain water to use on your plants
- Eat meat on fewer days a week or not at all
- Reduce your food waste: via **Love Food Hate Waste**
- Creatively re-use products by learning to upcycle
- Grow your own food on a balcony or in your kitchen
- Fly less, or not at all

Key Theme 2 – Transport

Our Objective

By 2030, petrol and diesel road journeys will have at least halved in the borough, being driven as close as possible to zero, with an accompanying increase in journeys made by residents through cycling, walking or public transport.

Most common method of transport for trips in Brent (prior to COVID-19)



The Issue:

Road transport is the third biggest contributor to territorial carbon emissions in Brent, representing 22% of the total. Moving away from private car usage and towards public transport, electric vehicles, walking and cycling will have huge implications not only for the climate but also for public health.

The COVID-19 pandemic has had a significant effect on the way people travel, with Transport for London (TfL) reporting fewer numbers of people using public transport, and car usage reportedly exceeding pre-COVID levels as of August 2020.

Why it matters:

Transport was the second most important theme that should be prioritised in the eyes of the Brent Climate Assembly as a means of tackling the climate and ecological emergency.

Improving the sustainability of our transport will not only help resolve the climate and ecological emergency, but it will make Brent a healthier and safer borough, both in the short and long term.

Decarbonising travel, is not just an issue in Brent, it requires a national effort. In July 2018, the UK Department for Transport released a routemap, **'The Road to Zero'**, which outlined its strategy for decarbonising the road transport sector, as part of the Government's Industrial Strategy.

How will Brent get there?
The key areas of focus:

1. Supporting and encouraging active travel

Pursuing active travel as the preferred mode of travel in years to come will be crucial in helping to tackle the climate and ecological emergency in Brent, through increased uptake of **walking** and **cycling**.

We understand the scale of the challenge. By 2030, it is likely that the following shifts will need to have occurred in order to achieve carbon neutrality:

- The number of trips made by walking needs to increase to 37-45%, up from 28% in 2017-18.
- The number of trips made by cycling needs to increase to 7-10%, up from just 2% in 2017-18.

To ensure that active travel is embedded as a priority mode of transport across our borough, both now and into the future, this will again require behaviour change. The promotion of walking and cycling across different communities and sectors will be essential, as will seeking to secure funding for the relevant infrastructure to support this and being strategic with the resources that are available. It is important to note that London-based councils like Brent are typically reliant on TfL funding being available to fund improvements and ensure active travel measures are aligned across the capital.

A host of short term and long-term measures are being considered at the present time as part of the creation of a Transport Recovery Plan with the joint objectives of: transforming our streets to create healthy, more inclusive places; facilitating active travel to improve people's health and wellbeing; and improving safety on the borough road network.

The council shares the desire of residents for an increase in the level of supporting infrastructure, particularly in relation to the uptake of cycling, through the expansion of dedicated cycle lanes and cycle networks in the borough. A review of the council's Long Term Transport Strategy will take place in 2021 and provide the strategic vision for this, in alignment with the aims of this strategy. We will also continue to liaise with local groups such as the Brent Cycling Campaign on what can be delivered to ensure an increase in cycling across the borough.

Read More

Supporting documents:

Long Term Transport Strategy

Draft Transport Recovery Plan

Cycling Strategy

Walking Strategy

Air Quality Action Plan

2. Moving away from petrol and diesel vehicles

Fewer cars on the road and fewer trips means significant carbon emission reductions and cleaner air. The North Circular Road cuts through the middle of the borough and is a significant contributor of emissions and harmful pollutants every day.

The shift away from petrol an diesel vehicles does not necessarily mean a shift away from the car altogether. Promoting the use of zero emission (at source) vehicles (electric or hydrogen) across the borough will be important, as will working with TfL on the strategic infrastructure to support this.

Given that the UK government has now banned the sale of petrol and diesel vehicles from 2030 onwards, and global sales of electric vehicles rose 43% in 2020, it is widely expected that electric vehicles will be one of the cheapest available car options by the end of the decade. The role of the council will be to, where we can, support the roll out of new electric charging infrastructure and help to ensure that the transition is accessible and affordable for our residents and businesses.

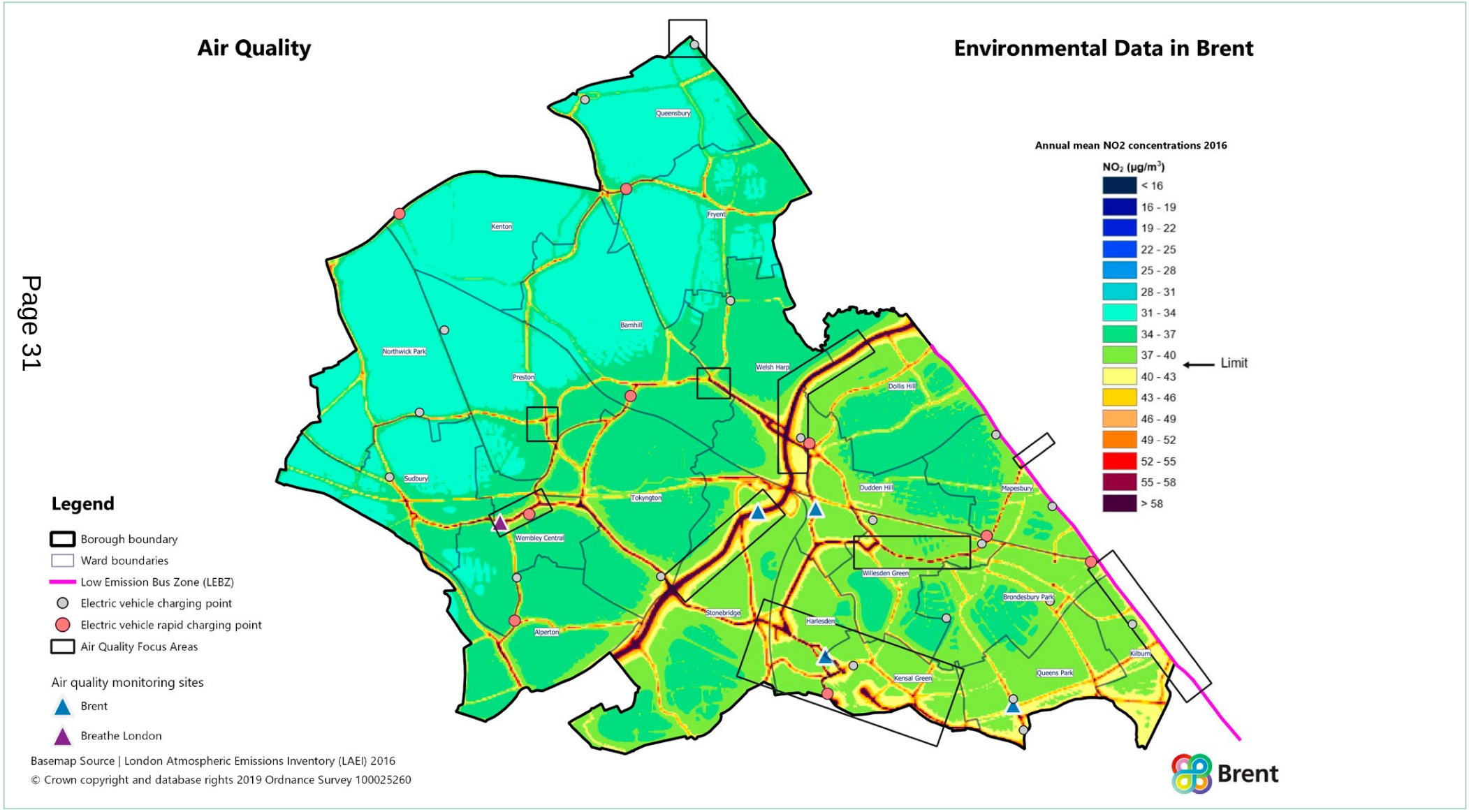
Car Clubs, last-mile delivery schemes and other sustainable alternatives will also be promoted wherever possible to residents, schools and businesses.

Schools, businesses and other organisations in the borough have a role to play too, particularly through the development of sustainable travel plans that reflect this shift. We have over 30 schools participating in the school streets programme!

For the council itself, through the development of a new Sustainable Procurement Policy, we will aspire to review and replace our current fleet with low emission models over the next ten years. We will also refresh our own corporate travel plan for Brent staff, with environmental sustainability considerations at its heart.

The Brent **draft Local Plan** (anticipated to be adopted in April 2021) also includes provisions for all new developments to be car-free or car-lite; increasing coverage of electric vehicle charging points; and enabling broadband access to encourage home working and assist independent living.

Nitrogen dioxide (NO_2) concentrations



3. Encouraging public transport

When the Brent Climate Assembly met in autumn 2019, it placed great emphasis on the need for the borough to support and encourage the use of public transport as an alternative to petrol or diesel vehicle journeys. Due to COVID-19, it is unsurprising that usage of public transport has dropped – whether by increased numbers of people working from home, or fewer people choosing to travel by public transport. The climate and ecological emergency and the coronavirus emergency need to be tackled in unison, so we will need to find ways to ensure that public transport continues to be seen as a safe and viable alternative to the private car in future.

We have limited influence over public transport and key road networks which are managed by the Mayor of London. We know that to achieve carbon neutrality in the borough, all public transport services will need to be zero emission, powered by renewable energy sources.

It will be important for us as a council to continue to liaise with TfL and participate in any communication campaigns to highlight the environmental benefits of taking public transport, and on the acceleration of the delivery of any planned public transport

improvements within the borough which may also have a beneficial effect on the climate. We will also seek to work with TfL on improving accessibility on buses and the tube network for our disabled residents.

Although Brent is well served by public transport links, these links are not necessarily equitably served in terms of the geography of the borough. This view was also fed back to us by some of the residents who responded to the consultation for this strategy, with specific areas highlighted which would benefit from more bus routes in particular. It will be important for us to continue to look for opportunities at a local and sub-regional level for longer term public transport initiatives to benefit Brent's population.

This is a climate emergency! What can I do to help?

A few examples...

- **Nominate streets** in need of walking and cycling improvements
- Walk more
- Cycle more – consider joining a cycle club or try before you bike scheme!
- Look into joining a car club
- Consider whether your workplace has a sustainable travel policy
- Think about trading your petrol/diesel car in for an electric vehicle
- Use public transport where safe to do so (wear a face covering)

Key Theme 3 – Homes, Buildings and the Built Environment

Our Objective

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 caused by climate change – and we will do all in our gift to achieve an average rating of Energy Performance Certificate B in directly owned council stock.

The Issue:

The energy used to power and heat Brent's homes and non-domestic buildings represents a combined total 78% of all carbon emissions produced in the borough (43% from homes; 35% from commercial and industrial buildings). This is therefore a hugely significant contributor to the changing climate.

Homes and buildings will need to become more energy efficient and be powered and heated by renewable energy sources. Homes and buildings will also need to be adapted to ensure they can cope with more volatile weather in the future. When considering the scale and different types of homes and buildings across in the borough, this will require significant levels of central funding being made available to local areas, communities and residents by central government.

The built environment and public realm generally, whether it is considering streetlights, pavements, highways etc, should also consider the optimum sustainability considerations in terms of a scheme's impact on the environment.

Why it matters:

The Brent Climate Assembly also recognised the importance of this theme, with 'Existing Housing and Buildings' being the third most important theme, 'Planning Policy and New Development' as the fifth most popular, and 'Adapting to global heating' as the sixth most popular theme in terms of issues that should be prioritised over the next ten years. We also know from surveying housing tenants within the council's housing stock in recent years, just how important energy efficiency is as a priority issue.

16,000 households in Brent are also thought to be in fuel poverty, equating to nearly 14% of Brent households. This is the fourth worst figure across London. Tackling energy inefficiency in homes can also help to reduce fuel poverty and ensure some of our most vulnerable residents are living in warm and comfortable homes. We will also need to ensure that homes in the borough are resilient to the predicted impacts of global heating – flooding, heatwaves and drought.

How will Brent get there?
The key areas of focus:

1. Improving Energy Efficiency

There are well over 100,000 homes and buildings in Brent (of which just under 12,000 homes and around 200 non-domestic buildings are owned by the council). The most effective way of reducing carbon emissions in homes and buildings is by reducing the need for heating and phasing out gas. In existing buildings, this can be most effectively achieved by adapting ('retrofitting') our homes and buildings to make them better insulated. Switching from gas boilers to more environmentally friendly renewable heating systems can also assist with this. In new developments, sustainability considerations should be present from design to construction through to the building's operation to drive carbon emissions as close as possible to zero.

On homes, we will lead by example by first assessing what energy efficiency measures are most effective within in our existing housing stock, and through the delivery of the New Council Homes Programme. We will do all in our gift to achieve an average rating of Energy Performance Certificate B in directly owned council stock by 2030.

As the vast majority of homes in the borough are either owner-occupied or privately rented, it is clear that homeowners and landlords have a huge role to play in tackling the climate and ecological emergency. We will develop comprehensive plans for encouraging and supporting homeowners and landlords to make informed choices about energy efficiency. This will include highlighting the availability of grant funding; signposting to useful resources; and using our knowledge from upgrading our own existing stock to apply to different housing types in the private rented and owner occupied sectors.

We will also develop partnership approaches with the 60 Housing Associations in the borough who face similar challenges, unite with other London Boroughs on bids for funding where economies of scale can be realised and it makes sense to do so.

Schools, businesses and other community organisations must also collectively seek to improve energy efficiency and reduce energy demand across the borough's non-domestic buildings. The Brent Environmental Network will be a key mechanism for sharing ideas, expertise and knowledge across these sectors on practical ways to improve energy efficiency. We will also develop a plan for achieving zero emissions across our corporate estate by 2030.

Read More

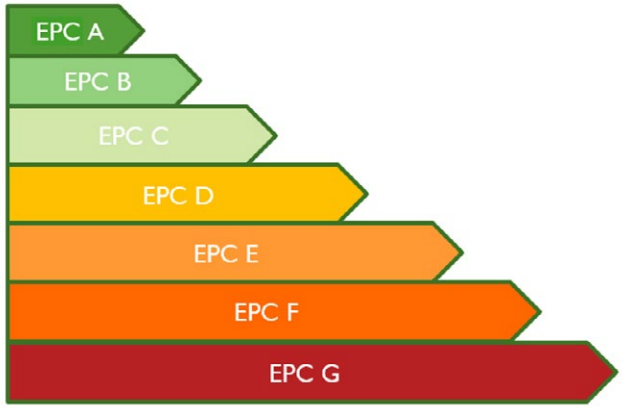
Supporting documents:

Brent Draft Asset Management Strategy (2020-2025)

Brent Two Year Stock Investment Plan 2020-2022

What is the significance of Energy Performance Rating B?

Every home or building has an Energy Performance Certificate (EPC), which provides a rating on energy performance. In this strategy, for its own housing stock, Brent is proposing to align itself to the London-wide target, which is an average of EPC B by 2030. This is the second highest energy efficiency rating, and if every home and building in the borough were operating this efficiently by 2030, it would have a significant impact on the Borough's aim to achieve carbon neutrality.



2. Renewable Energy

As Brent's population is expected to rise in the coming years, meeting the expected demand for energy in our homes and buildings and the infrastructure required to distribute it will be a key consideration. Renewable energy sources will need to be at the heart of energy distribution in the borough in the coming decade.

There are two key elements to this: our communities will need to play their part by seeking to power their home or commercial building through renewable sources; and we as a council will seek to increase the use of renewable energy sources on its own assets through localised and sustainable energy networks.

Progress is being made on both aspects, through an increase in solar panel usage in the borough and the requirement for low carbon district energy networks in new developments in Wembley and South Kilburn.

The borough will seek to explore opportunities to expand renewable energy provision to serve our homes and buildings and will ultimately aim to draw this together into a new dedicated Renewable Energy Strategy for the borough in the coming years.

We will also encourage and support renewable or community energy schemes within the borough wherever possible and work with partners in West London on schemes to decarbonise the built environment where opportunities arise.

Did you know?
766 solar panels have been installed on homes and buildings through the council-supported scheme Solar Together, saving 49 tonnes of carbon each year

3. Climate Resilience

Climate change and more extreme weather events in future years will impact on decisions about the location, construction and maintenance of our homes and buildings. Making adaptations to homes and buildings to make them more resilient to these weather events will be important to lessen the worst effects of climate change.

Brent, being a densely populated urban borough, is at greater risk from the predicted impacts of climate change due to the 'urban heat island effect' and the fact that the vast majority of our existing buildings and infrastructure were not built to withstand the predicted higher external temperatures and levels of rainfall. Heatwaves are likely to become increasingly common, and the risk of overheating, and therefore of heat-related health problems or mortality, is projected to increase significantly in the coming decades. Flood risk will also increase, potentially leading to displacement, high repair costs and mental health impacts such as depression, anxiety and post-traumatic stress disorder.

We have to be forward thinking and ensure that steps are taken now to guard against the more extreme effects of climate change.

Major developments are encouraged to deliver green spaces and infrastructure, and to build future-proofed sustainable buildings that reduce usage of natural resources in the long-term. The draft Brent Local Plan identifies the potential to deliver approximately 46,000 new homes up to 2041. This presents challenges around ensuring those homes are built in the right place, are supported by the right infrastructure and are built using innovative solutions that will help reduce carbon emissions. Creating a resilient and efficient Brent is key to ensuring this growth is delivered in a sustainable way, which will not only tackle climate change within the borough, but also improve air quality and bring a number of economic and social benefits. Further information is provided on page 24.

The borough will need to undertake further resilience planning and risk assessments across a range of different areas, addressing the disparate potential risks to our homes and buildings in the short, medium and long term. We will do this through a dedicated piece of work to establish a Climate Resilience Plan for the borough within the first year delivery plan of this strategy, assessing the specific options and infrastructure measures for feasibility within future yearly delivery plans.

This is a climate emergency! What can I do to help?

A few examples...

- Apply for **Green Homes Grant**
- Register for a free telephone consultation and impartial energy advice using the **Green Doctor advice service**
- Consider your home insulation **options**
- Find out more about the **warmer homes scheme**
- Find out more about the Energy Companies obligation **here**
- Find your property on the **London Building Stock Model**
- Wear warm clothes at home to use less heating
- Use LED lightbulbs in your home where possible

Delving Deeper:
Planning, construction and new homes

Comments were received from our most recent consultation into this strategy in relation to the effect of new developments on the environment.

On this page, we explore in slightly more detail the provisions currently in place, and plans for the future to counter any significant negative environmental impact of new builds. Further information is also provided in relation to the **Carbon Offset Fund** within theme five of this strategy.

The Planning Process and the New Brent Local Plan

Ensuring high standards of environmental performance aimed at reducing carbon emissions through the entire lifecycle of a development will be a key part of delivering resilient development in the borough.

Policies in the new Brent Local Plan include the aim to: integrate low carbon technology in development; explore opportunities for reduction and renewable energy consumption in buildings; meet building emissions benchmark and contribute to improving air quality; and integrate flood risk reduction measures and requiring water efficiency and management.

The council will strongly encourage the use of solar technology, and other innovative technological solutions, in major developments that will help reduce carbon emissions. Minor developments will be encouraged to maximise feasible opportunities for on-site renewable energy generation.

In addition, the Plan's policies also require high quality building and urban design and effective greening and maximising blue infrastructure benefits. Promoting car-free development and integrating sustainable transport also play a key role in tackling climate change and reducing carbon emissions.

At the planning application stage we require applicants for major schemes to submit a range of supporting documents that support their development such as the Sustainability Statement, Flood Risk Assessment, Air Quality Assessment, Energy Assessment, Transport Assessment and Travel Plan, Arboriculture Impact Assessment and achieving BREEAM (Building Research Establishment Environmental Assessment Method) excellence. This information is essential as a means of ensuring new developments (and in some cases changes to existing building stock) are environmentally sustainable and are part of transforming the environment for the future.

The Sustainability Statement in particular is a key document, which demonstrates at the design stage how sustainable design and construction measures will mitigate and adapt to climate change over the intended lifetime of a development.

New Council Homes Programme

An important aspect of the design and construction of properties within the New Council Homes Programme is to build properties that use Low and Zero Carbon Technology, to ensure that energy efficiency of these homes is at the optimum. It is intended that compliance with the latest Environmental regulations is integrated into all design proposals. In line with the London Plan and Environmental Legislation the provision of Gas fired plant and equipment is to be phased out and any proposals for design and construction of properties is to allow for this.

Key Theme 4 – Nature and Green Space

Our Objective

By 2030, Brent will be one of the greenest, most biodiverse and climate-resilient boroughs in London with our residents better connected to nature.

The Issue:

In the event of the climate deteriorating to the extent that it is irreversible and uncontrollable, extreme weather events of the future are likely to have a catastrophic effect on wildlife habitats, biodiversity and the natural infrastructure of the borough.

Nature and biodiversity have a role to play in the stability of the ecosystem and global climate. At a local level this particularly relates to things like our parks, trees, open spaces, gardens and waterways. We need to ensure that these are accessible so that everyone in Brent can feel connected to the natural environment.

Why it matters:

Enhancing our green spaces will make a significant impact on our plans to tackle the climate and ecological emergency. The benefits of green spaces range from a reduction in carbon emissions to storm-water reduction and filtration; from a reduction in air pollution to improving mental and physical health and providing a sense of community cohesion.

Protecting nature, biodiversity and enhancing green spaces are also key issues for residents in Brent. The theme of 'Nature and biodiversity' was the fourth highest priority theme as voted for by the Brent Climate Assembly last year. The impact of COVID-19 and the lockdown put in place earlier this year has also had the unintended positive consequence of people being more aware of their natural surroundings and the increasingly detrimental impact that humans are having on nature.

How will Brent get there?
The key areas of focus:

1. Enhancing green spaces and biodiversity

Brent's most prominent green areas come in the form of around ninety parks and open spaces which are a crucial aspect of the natural landscape in our borough. Brent is a densely populated, predominantly urban borough, but we will be determined to make the best use of the green space. We already are the Borough of Bee Corridors!

A key element to the council's role in enhancing our green spaces is to also provide the enabling vision to support communities coming together to connect to nature and improve our environment. We know that the distribution of public parks provision varies significantly. The south of the borough in particular, is currently more deficient in access to green spaces.

We will develop a Green Infrastructure Vision for Brent for 2030 which will set out in greater depth how we will seek to make Brent one of the greenest and most biodiverse boroughs in London.

This document will outline how we plan to: improve biodiversity through the greening of existing council buildings in our green spaces; re-wild unused pockets of land; create green travel corridors; expand the bee corridor; create rain gardens; and develop partnerships on community planting and food growing, amongst other things.

Promoting and enhancing our green spaces has to take place in tandem with local communities. Schools also have an important community role to play in connecting young people to nature from an early age and promoting biodiversity awareness that they will hopefully carry through to adulthood.

There are a substantial number of environmental groups in our local areas, including various 'Friends of' and conservation groups, some of which we know are already leading sustainability projects to help tackle the climate emergency. Groups such as these should be encouraged to spread the message that tackling climate change and looking after local environments go hand in hand, and is everyone's responsibility.

2. Green and blue (natural) Infrastructure

Trees are a significant element of our green infrastructure in Brent. Trees provide a host of environmental, health and well-being benefits, as well as offering a home and habitat for birds and insects which contribute to the functioning of a health local eco-system. We have a good record of tree planting and we are continuing to double the number of trees planted in the borough between 2018-2022 as we were able to during 2014-18.

Brent is below the London average of tree canopy cover. We will seek to increase our canopy cover over the course of the next decade, to move closer to the London average. Community efforts on tree planting will be encouraged and supported in our green spaces where possible, dependent on grant funding being available from various sources.

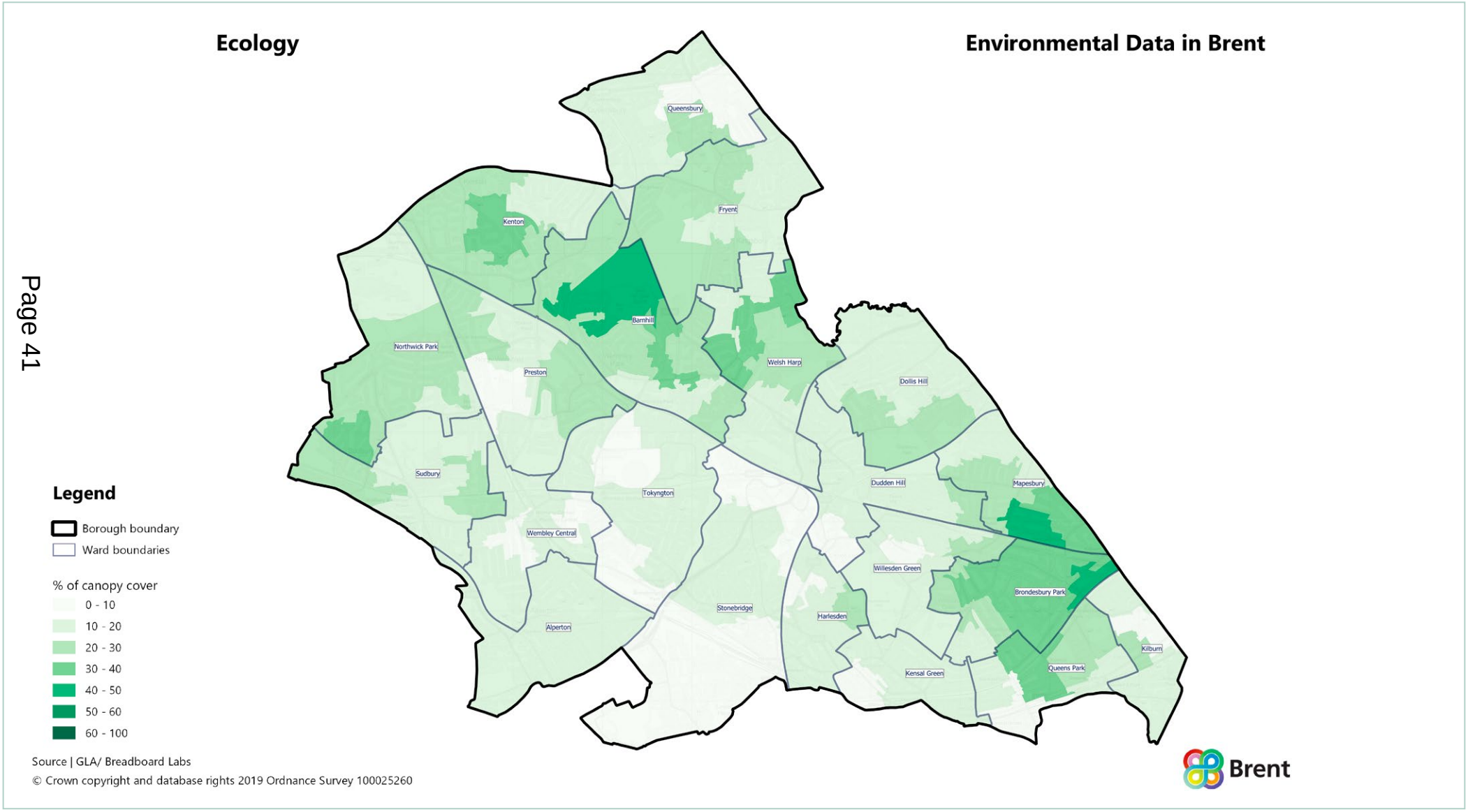
It is important that we also consider our 'blue' spaces and infrastructure. Brent has a number of rivers and canals which flow through it (we are named after a river!). The enhancement of waterways is another incredibly important factor in developing biodiversity in the borough. We will continue building on positive partnership working with organisations such as Thames 21 and the Canal and River Trust who are an integral part of improvement works to be undertaken to our rivers in Brent going forward.

An example of this is the Welsh Harp Reservoir in the east of the borough. The Welsh Harp is a 170 hectare expanse of open water, marshes, trees and grassland less than 10 miles from the centre of London. It is designated a 'Site of Special Scientific Interest'. The reservoir provides a valuable habitat for wildlife and an attractive recreational centre. The council has secured funding to improve the Educational Centre on the site, to bring residents, schools and communities closer to nature and to help improve biodiversity.

Did you know?

In an urban setting such as Brent, trees can only make a tiny contribution to carbon reduction (by removing carbon from the air) – as an illustration, a 13% reduction of Brent's territorial carbon emissions would require a land area 21 times the size of the borough. Trees however will be vital in future to help provide shade and 'cool spots' for people and wildlife to shelter in the summer heat.

Tree canopy cover in Brent



3. Climate resilience

As mentioned under theme three (Housing and Buildings) we have to act to mitigate the worst effects of the climate and ecological emergency, but also adapt to the likelihood of adverse weather events which are likely to increase regardless in years to come. Adapting our infrastructure in this way will not be limited to homes and buildings, as our open spaces and parks are just important.

Heavier and more sustained downpours because of climate change are already affecting the infrastructure of Brent. An increase in properties requires more underground pipes, which already struggle to cope with existing water flow. Leaks from these pipes and missed connections lead to many incidents of flooding across Brent's streets and parks. Close working will be required with external organisations such as Thames 21 and the Canal and River Trust to develop flood alleviation schemes in our parks where we have rivers and outlet pipes running through or into them.

Management of our parks and climate change resilient planting will be an important factor. In particular, this will be through the use of longer lasting plants that are hardier, but offer a brighter mix of colours and at the same time offer habitats for insects, birds and mammals. Our parks also need to facilitate flood alleviation measures and consideration will be required of the development of swales and wet meadows that will allow for the retention of water from wetter winters and allow for flooding from nearby highways to be utilised within green spaces.

Flood management is important in the work of our highways team, in managing gully flooding and introducing solutions such as rain gardens and other Sustainable Urban Drainage Systems (SUDS) into new highway development proposals across the borough in areas that are most heavily affected by flooding. This work will be aligned through both our plans to create a Green Infrastructure Vision and Climate Resilience Plan, both of which will be developed in the first year of the delivery plan for this strategy and will inform the work required in this area until 2030.

This is a climate emergency! What can I do to help?

A few examples...

- **Grow Wild** – Find out how to sow wildflowers and start a wildflower growing project.
- If you have a garden, consider turning it into a mini-wildlife sanctuary. The National Wildlife Federation has a programme to help you attract wildlife whether you have a balcony or a 20-acre farm or by simply hanging a bird feeder and planting bee-friendly flowers.
- Water communal plants and street trees with your waste water during drought.
- **The Royal Society for the Protection of Birds** – Find out information about birds and take part in the Big Garden Birdwatch each January.
- **Butterfly Conservation** – Discover information on butterflies and moths and take part in the annual Big Butterfly Count in July and August.
- **Plantlife** – Discover the wonder of wildflowers and see which ones you can find in Brent during the Great British Wildflower Hunt.

Key Theme 5 – Supporting Communities

Our Objective

Everyone who lives, works or studies in Brent will have improved access to clear and understandable information on the need to tackle the climate and ecological emergency, and as many people as possible will be actively engaged in taking action to help the borough become carbon neutral by 2030.

The Issue:
Tackling the climate and ecological emergency, achieving carbon neutrality and boosting biodiversity in Brent by 2030 cannot be a task for the council alone. The scale of the change facing us all is clear, but not unsurmountable if the council and communities work together. When we describe 'communities' in this strategy, we are including residents and resident associations, housing associations, schools, voluntary groups, faith groups and businesses and other institutions, amongst others. We aim to be as inclusive as possible when tackling the climate and ecological emergency.

The Brent Climate Assembly also posed a 'how' question to us as a council, on how we would work with communities to keep community voices at the heart of tackling the climate and ecological emergency.

Why it matters:
Through working together and making changes in our daily lives, we will do all in our power to counter the effects of global heating and secure our environment for the future. The need and appetite for us to work together with all of our communities is clear, and we will do all in our gift to ensure that this agenda is genuinely taken forward as collaboratively as possible.

This theme is not addressing any single environmental issue, but the fundamental need for collaboration and behaviour change – underpinning all of the four key themes prior to this.

How will Brent get there?
The key areas of focus:

1. Brent Environmental Network

In order to achieve sustained engagement and climate action with our communities over the course of the next ten years, a comprehensive borough-wide network of residents, communities and key sectors will be established. The network is ultimately proposed to be the key overarching mechanism for sustained and ongoing engagement with communities on tackling the climate and ecological emergency and achieving the council's sustainability aims for the borough. In the first year of delivery of this strategy, we will begin developing this network to be a dynamic and successful as possible.

The ultimate aim is to develop a network of tens of thousands of both individuals and organisations across the borough who are signed up to receive communications and information about ways that they can get involved and take action in tackling the climate emergency. Those who are part of the network will be encouraged to be the champions and catalysts for climate action at a local level.

As explored in theme one of this strategy, a shift to more sustainable behaviour and spreading knowledge of the range of benefits to tackling climate change will be key to making Brent a carbon neutral borough. Members of the Environmental Network will be key to making this happen within all of our local communities.

We will need to make progress on this vision as urgently as possible in order to provide the momentum required for our communities to drive the ambition of carbon neutrality by 2030. The Brent Environmental Network will be open to all residents and organisations who either live, work or operate in the borough and as many people as possible would be welcome and encouraged to be involved. The development of a dedicated environmental and climate-action focused network of this nature is likely to continue to evolve organically over the next ten years. The focus for us a council will initially be to put the building blocks in place for the network to succeed and ultimately become self-sustaining within the community.

Brent Environmental Network

2. Key Sectors

Behaviour change and utilising the expertise of different organisations from different key sectors to ensure Brent has the best chance of achieving carbon neutrality by 2030.

Climate action is not limited to the different sectors and communities listed here but that these sectors have been identified as having the potential for making a key impact in assisting with the borough's aims for carbon reduction.

Schools

52 schools across Brent are already registered as eco-schools. We will encourage all of our schools to embed a 'whole school' approach on environmental sustainability. Schools have a crucial role in the formulative development of children – the importance of connecting young people to nature and enhancing understanding of the climate and ecological emergency cannot be understated and will form a key strand of the delivery of this strategy.

Businesses

Both large and small businesses in Brent can also contribute by ensuring that commercial premises are energy efficient, encouraging employees to travel sustainably to and from work and that associated goods, products, materials services are utilised in the most sustainable fashion – minimising waste and consumption wherever necessary. The growth of the low carbon circular economy in Brent, i.e. investing in the green jobs of the future, will be crucial to achieving our aims of ensuring a carbon neutral and sustainable world for future generations.

Voluntary and community Sector (VCS)

Brent has just under 900 different voluntary and community sector organisations which will all be encouraged and supported wherever possible to contribute to this agenda. We have a host of different environmental groups in the borough which are already active in seeking to improve environmental sustainability in local areas, either in active collaboration with the Council or run locally.

Housing

Liaison with Housing Associations, landlords, homeowners etc will be a key mechanism of sharing ideas, expertise, knowledge and establishing the optimum ways of working together to make as many homes as possible in the borough more energy efficient and climate resilient.

3. Brent Carbon Offset Fund

We are keen to work together with and support organisations or individuals in Brent who have ideas for carbon reduction initiatives in their local area. This will be supported by the development and launch of our Carbon Offset Fund.

Since 1 October 2016, under the London Plan any development that fails to achieve on-site zero carbon must make cash in lieu contributions to a Carbon Offset Fund within the borough that they are operating. These contributions are used to fund local carbon reduction projects, thereby offsetting the development's carbon emissions shortfall.

To date, Brent has collected just over **£500,000** in carbon offset contributions and will be launching its new offset fund in alignment with the adoption and launch of this strategy. The policy and criteria for allocation will be finalised and allocated accordingly in parallel to this prior to applications being opened to communities.

Given that the offset fund is explicitly ringfenced for carbon reduction activity, it is extremely important that it is utilised carefully and for maximum benefit. As well as achieving reductions in carbon emissions, carbon offset projects should demonstrate cost effectiveness over the project's lifetime, and wider benefits such as improvements to air quality, reductions in fuel poverty and energy bills, and job creation or upskilling.

Alongside the development and launch of this strategy, we will launch our Carbon Offset Fund and encourage applications according to the criteria set from different community sectors across Brent, to support local areas in actively supporting and contributing to tackling the climate emergency.

This is a climate emergency! What can I do to help?

A few examples...

- Join the Brent Environmental Network by emailing **climateemergency@brent.gov.uk**
- Join a local environmental group – **view our directory**
- Consider your local area's potential for carbon reduction projects

First Year Delivery Plan 2021-2022

First Year Delivery Plan 2021-2022

Due to the long-term nature of the Climate and Ecological Emergency Strategy, and the current financial situation facing all councils following the COVID-19 pandemic, the document does not contain a detailed action plan or routemap for the next ten years.

Progress against the key objectives will be monitored and measured regularly, and progress on the delivery of the specific actions in our yearly delivery plans will be reported in detail, alongside a commentary of progress of the overall programme each year.

The strategy seeks to set the overall long-term objective for each of the themes, working within the overarching objective of the borough doing all within its gift to achieve carbon neutrality by 2030. Having yearly action plans provides a more targeted set of actions that will be assessed year-on-year for financial feasibility and likelihood of delivery. These actions will not be in isolation, but will contribute to the key themes identified within this strategy and its vision for the long term future of the borough.

It is important to also note that this delivery plan reflects the priority actions that we have assessed that as a council we are currently able to commit to. Taking action on the climate emergency as soon as possible this year is not limited to these actions should external funding or other opportunities become available during the course of the 2021-2022 financial year. A pipeline of future projects will also begin to be developed in order to inform the content of future delivery plans, and specific suggestions from respondents to both the consultation and neighbourhood survey will be assessed as part of this process.

Theme 1 – Consumption, Resources and Waste

Action	Ref	Departmental Lead	Financial Implications
We will improve waste collection and recycling infrastructure, in particular through offering free internal food caddies to all residents in the borough living in flats (blocks of over 8 people with communal bins), and through textile and electronic goods reuse and recycling initiatives	**R&E05**	Regeneration and Environment	Funded by the West London West Authority
We will work with the schools network of climate champions (Ref: CYP01) to undertake a gap-analysis of recycling/waste facilities in all primary and secondary schools, and develop and implement a schools-led plan to improve recycling opportunities in schools across our borough	**CYP03**	Children and Young People/ Regeneration and Environment	Financial implications will be assessed as recycling plans are developed, however it is expected that any additional costs will be funded directly by schools
We will create apprenticeship and training pathways into the green circular economy (such as construction skills for retrofitting homes) through working in partnership with the United Colleges Group	**R&E08**	Regeneration and Environment	Financial implications will be assessed as detailed plans are developed. Expected that cost can be contained within existing budgets in Regeneration and Environment and supplemented by the Borough Plan Growth Fund
We will work with West London Alliance boroughs to develop proposals to stimulate the sub-regional green economy and to encourage inward investment	**R&E10**	Regeneration and Environment	No material financial implications. Cost can be contained within existing budgets in Regeneration and Environment directorate
We will develop and implement a sustainable procurement policy that requires sustainable practices to be considered throughout our procurement and contract management procedures	**CDS01**	Customer and Digital Services	No significant financial implications are expected from the policy itself. Each new contract or contract renewal will be assessed for financial implications as appropriate

Theme 2 – Transport

Action	Ref	Departmental Lead	Financial Implications
We will continue to introduce new active travel measures and deliver the council's Local Implementation Plan including Healthy (Low Traffic) Neighbourhoods and transitioning emergency school streets schemes to permanent schemes, as well as creating new schemes, all measures subject to available funding	**R&E01**	Regeneration and Environment	Transport for London (TfL) have allocated £2.16m in total to assist the delivery of these schemes. £1.29m of TfL funding has also been allocated for the Local Implementation Plan Programme and £1.28m is available from Section 106 allocations for improvement schemes. Future TfL funding availability for 21-22 is uncertain and dependent on negotiation with the Department for Transport
We will continuing our Electric Vehicle charge point programme, and deliver: • 250 new lamp column charge points • 100-in kerb charge points (trial) • 40 Source London charge points	**R&E02**	Regeneration and Environment	Expected to cost £600,000. Funded from London Councils/Office for Low Emission Vehicles (OLEV)
We will deliver 50 bike hangars across the borough	**R&E03**	Regeneration and Environment	Expected to cost £200,000 and is funded from TfL/s106
We will purchase at least one cargo bike to be trialled by interested local businesses as part of a wider communications campaign to promote the air quality benefits of using of cargo bikes in day-to-day operations	**R&E04**	Regeneration and Environment	Expected to cost between £8,000-£10,000 and, subject to funding being available as expected, will be funded from the discretionary local transport fund
We will build on our work with all schools across the borough to develop sustainable travel plans, focusing on improving the number of 'gold accredited' travel plans and engaging and supporting schools who do not yet have a sustainable travel plan	**CYP02**	Children and Young People/ Regeneration and Environment	No major financial implications expected other than engagement and communication support with schools and parents, which can be funded within existing budgets

Theme 3 – Homes and Buildings

Action	Ref	Departmental Lead	Financial Implications
We will undertake detailed energy assessments for the buildings on the council's estate, and develop a comprehensive plan for the council to achieve net zero carbon emissions from our own estate and operations by 2030	**R&E13**	Chief Executive's	This plan is likely to have significant revenue and capital financial implications. These will be assessed as the plan and recommendations are developed
We will deliver the first year of the tower block works programme, which will include retrofitting work to improve the energy efficiency of properties within at least three council tower blocks – beginning work to our target of an average of Energy Performance Certificate: B (EPC B) in our housing stock by 2030	**CWB01**	Community Wellbeing	The programme of work has been factored into the existing housing capital programme
We will commission a detailed assessment of our own housing to identify the energy efficiency measures required and the potential costs for housing types, with consideration across all housing tenures	**CWB02**	Community Wellbeing	The assessment is estimated to cost £50k and can be contained within the overall housing budget
We will undertake a number of retrofit pilots to improve the energy efficiency of a number of specific void properties in the council's own stock	**CWB03**	Community Wellbeing	This project is estimated to cost £65k and can be contained within the overall housing budget

Theme 4 – Nature and Green Space

Action	Ref	Departmental Lead	Financial Implications
We will seek to expand our tree planting programme in the borough, targeting planting at areas of deprivation, poor air quality and canopy cover	**R&E07**	Regeneration and Environment	Currently anticipated that Neighbourhood Community Infrastructure Levy (NCIL) will fund the upfront costs of planting trees and maintenance for the first three years
We will develop a comprehensive Green Infrastructure Vision for Brent for 2030 (which will include specific plans for boosting biodiversity, re-wilding, community schemes etc)	**R&E06**	Regeneration and Environment	Initial development of vision will be contained within Regeneration and Environment budgets and the financial implications of further actions will be assessed on an ongoing basis
We will develop a Climate Resilience Plan for the borough	**R&E12**	Regeneration and Environment	Costs for Year 1 will be contained within existing Council budgets. The financial implications of further actions will be assessed on an ongoing basis

Theme 5 – Supporting Communities

Action	Ref	Departmental Lead	Financial Implications
We will launch the Brent Climate Offset Fund to incentivise domestic and non-domestic energy efficiency and renewable energy measures	**ACE01**	Assistant Chief Executive's	Activities will be funded from the Carbon Offset Fund, a ring fenced budget, funded by developers, to support local initiatives
We will continue to promote collaborative environmental action across the borough by developing and expanding the Brent Environmental Network	**ACE02**	Assistant Chief Executive's	Minor financial implications. Communication resources able to be funded from within existing budgets
We will launch a communications programme of sustainable home and lifestyle advice and resources to residents, including signposting to existing sources, to help them assess their own carbon impacts and make informed choices	**ACE03**	Assistant Chief Executive's	Minor financial implications. Communication resources able to be funded from within existing budgets
We will engage with school-led approaches on the climate emergency agenda, supporting the establishment of a professional network of climate emergency leaders/champions within schools to share best practice	**CYP01**	Children and Young People	No major financial implications expected, other than engagement and communication support, which can be funded within existing budgets
We will promote Brent's green business base and encourage the 'greening' of Brent businesses, by promoting business advice, incentives that are available and enable local supply chain opportunities, via the Brent for Business Meet the Buyer events, local business associations, and the e-newsletter (with over 7,000 subscribers)	**R&E11**	Regeneration and Environment	No material financial implications. Cost can be contained within existing budgets in Regeneration and Environment
We will develop and launch a small grants programme for green community projects, to complement the Brent Carbon Offset Fund focused on carbon reduction in homes and buildings	**ACE04**	Assistant Chief Executive's	The overall amount available for applications is expected to be around £50k, funded through the Borough Plan Growth Fund

Monitoring and Reporting on Progress

This climate and ecological emergency strategy sets out Brent's plan to work together with all of its communities to achieve carbon neutrality by 2030. We are clear throughout this document that this a challenge which requires all key sectors and Brent to contribute to.

Carbon Reduction

The UK government produces an annual breakdown of carbon dioxide emissions by Local Authority area as a subset of its annual inventory of greenhouse gas emissions. The complexity of carbon accounting means that this dataset is only available with an 18-month timelag.

Brent's baseline of carbon emissions from 2018 (the most recently available statistics) were 917.8 kilotonne (kt) CO_2 – including the emissions from homes, buildings and transport that we have referred to through this document.

This is the core measure that progress will be measured against over the coming nine years, with council delivery plans being constructed around actions which will reduce carbon emissions to the timeline required, according to the level of resource available at the time.

We also commissioned a carbon scenarios study to inform the development of this strategy which included detail about Brent's wider greenhouse gas emissions (consumption emissions). No official figures are available for Brent for consumption emissions. Department for Environment, Food and Rural Affairs (DEFRA) publish consumption emissions at a national level and if the consumption approach were applied to Brent it is estimated that Brent's consumption emissions are around 4 to 5 times the size of the BEIS emissions (between 3,808 and 4,984 kt CO_2).

Within each of our key themes, there are other sources of data which can be analysed to indicate the direction of travel towards Brent's carbon neutrality goal. This includes household waste tonnage; food waste tonnage; TfL travel data; Greater London Authority (GLA) data; Department for Business, Energy and Industrial Strategy (BEIS) EPC ratings; lodged Energy Performance Certificate (EPC) ratings for homes and buildings held by the council's energy team; fuel poverty statistics; Brent Environmental Network (BEN) sign-ups by sector amongst others. We will also align ourselves to London Councils frameworks for monitoring wherever possible.

The council will also assess the need to commission further carbon scenarios studies as this strategy progresses through this decade.

Progress against the key objectives will be monitored and measured regularly, and progress on the delivery of the specific actions in our yearly delivery plans will be reported in detail, alongside a commentary of progress of the overall programme each year. Available datasets and baselines will be measured against the most up to date statistics at the time of the adoption of this plan.

This strategy is currently a long-term strategy, but we will keep under review the need to refresh its aims and objectives in the years to come.

Glossary

Active travel
Making journeys in a physically active way, such as walking, cycling, wheeling or scooting.

Air quality
A measure of air pollution levels, which affect human health and the environment.

Bee Corridor
A series of connected wildflower meadows in the borough of Brent, designed to attract bees and other insects.

Biodiversity
The variety of living things in an area, including different plants and animals.

Brent Carbon Offset Fund
A fund paid into by new developments in the borough, to be used for projects which reduce carbon.

Carbon emissions
Carbon dioxide released into the atmosphere from burning fossil fuels like oil, coal and gas.

Carbon neutrality
Reaching a point where the amount of carbon in the atmosphere is no longer increasing.

Climate and ecological emergency
The crisis caused by human activity, which is threatening the environment, health, and livelihoods.

Climate resilience
The ability to anticipate, prepare for and address hazardous impacts related to the climate (e.g. flooding, drought, heatwaves).

Consumption emissions
Carbon emissions created in the making of the goods and products we buy, such as food, clothing, furniture and other products.

District energy networks
A distribution system that takes heat from a central low carbon source and delivers it to a number of local homes and buildings.

Eco Schools
A programme designed to increase children and young people's awareness of environmental issues.

Ecosystem
An area where plants, animals and other organisms, work with weather and landscape to form a bubble of life.

Energy efficiency
Using less energy to perform the same task.

Energy network
Energy networks transport electricity and gas to homes and businesses.

Energy Performance Certificate (EPC)
Required when properties are constructed, sold or let. It provides a rating on the energy performance of the property from A to G.

Greenhouse gases
Any gases that trap heat in the earth's atmosphere and cause global heating.

Low carbon circular economy
Products/materials are kept in use for as long as possible, minimising resource consumption, waste and greenhouse gas emissions.

Net zero carbon
Reaching a point where the amount of carbon in the atmosphere is no longer increasing.

Renewable energy
Energy sources which won't run out, such as from the sun, wind, or sea.

Retrofitting
Altering existing buildings to reduce the amount of energy and carbon emissions they use.

Re-wilding
Restoring wildlife to areas and letting nature take care of itself, with minimal human intervention.

School streets
School street closure schemes – where cars are prevented from going up to the school gates at drop off and pick up times.

Glossary

Surface water drainage
Rainwater run-off from roofs and paved areas into drainage systems.

Sustainable procurement
Organisations find and buy goods and services in a way that takes into account environmental impact.

Sustainable urban drainage systems (SUDS)
Systems which use a natural approach to drainage to deal with water and prevent flooding.

Swales/wet meadows
Grass ditches which help to drain water and prevent flooding.

Territorial emissions
Emissions generated within a certain area, principally from energy use in homes and buildings and from road transport.

Urban heat island effect
The higher temperatures experienced in urban areas compared to the surrounding countryside due to the reduction in vegetation and increased use of human-made materials and heat sources.

An easy-read version of this document will be made available on the Climate Emergency section of the council's website.

Do you need this information in another language or reading format such as Braille or large print?

If so, please contact:
climateemergency@brent.gov.uk

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Brent	**Cabinet** 6 April 2021
	Report from the Assistant Chief Executive

Streamlining of the Brent Black Community Action Plan

Wards Affected:	All
Key or Non-Key Decision:	Key Decision
Open or Part/Fully Exempt: (If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)	Open
No. of Appendices:	Three Appendix 1: Delivery Progress Summary Appendix 2: Streamlined Black Community Action Plan Appendix 3: Year One Delivery Plan
Background Papers:	None
Contact Officer(s): (Name, Title, Contact Details)	Shazia Hussain Assistant Chief Executive shazia.hussain@brent.gov.uk 07436 702383 Pascoe Sawyers Head of Strategy and Partnerships pascoe.sawyers@brent.gov.uk 020 8937 1045 Elaine Cleland-Awity Community Action Plan Co-ordinator elaine.cleland-awity@brent.gov.uk 020 8937 2566

1.0 Purpose of the Report

1.1 To present a streamlined version of the Brent Black Community Action Plan (BCAP) for review. The proposed plan has incorporated ongoing feedback and recommendations from the recent LGA Peer Review.

1.2 To also present a Year One Delivery Plan, that has been established to outline the priority areas to be delivered within the next financial year.

1.3 In conjunction with the delivery of the year one priorities, medium and long-term delivery plans will be developed to ensure that the streamlined BCAP is futureproof.

2.0 Recommendation(s)

2.1 To note the contents of this report.

2.2 To note in particular and comment on the following appendices:

- Appendix 2: Streamlined Brent Black Community Action Plan;
- Appendix 3: Year One Delivery Plan

3.0 Detail

Streamlined Brent Black Community Action Plan

3.1 The BCAP was endorsed in July 2020 and activity has since taken place to put in place delivery vehicles to support the implementation of the plan. This largely refers to the nine thematic steering groups that are currently in operation.

3.2 Following ongoing feedback, namely from the 'Time to Talk about the Brent Black Community Action Plan' event and the recent LGA Peer Review, it has become apparent that the original action plan needs to be smartened.

3.3 The streamlined BCAP can be found in Appendix 2, but a summary has been provided below to highlight the key changes to the initial action plan.

Key changes:

- Key achievements highlighted. A full summary can be found in Appendix 1.
- Duplication amongst points has been removed.
- Timescales have been reviewed and amended to reflect a 10-year commitment to the plan.
- Recommendations from the LGA Peer Review have been incorporated and are highlighted in green text.

LGA Peer Review Recommendations

3.4 In January, the LGA carried out a Peer Review to investigate the council's commitment to equality diversity and inclusion for Black communities. This was carried out through a variety of workshops and interviews with council staff and representatives from Brent's Black communities.

3.5 Clear recommendations emerged in relation to the BCAP, which have been incorporated and are summarised below.

3.6 In relation to developing the plan further, the LGA Peer Review team recommended:

- Having a publicly designated Cabinet Lead for BCAP.
- More partnership and joined up working to support the BCAP.
- The council should revisit procurement so that the requirements reflect the needs of local communities.
- Better support for VCS organisations to apply to council funding.
- More co-production and co-design with Black communities.
- Considering a 10-year ambition with short, medium and long-term goals.
- Developing a multi-agency early intervention strategy for Black British boys of Caribbean heritage, aged between 6 and 12, building on the innovative family wellbeing centres initiative.
- Commissioning academic research into intersectionality and intrasectionality in Brent, to design and deliver better services and tackle inequalities.

Year One Delivery Plan

3.7 Whilst the proposed streamlined BCAP reflects the council's 10-year commitment, the Year One Delivery Plan highlights the key actions that will be delivered within the next financial year.

3.8 The next phase of delivery is taking a more focused approach and sets out to deliver outcomes in relation to:

1. Early intervention: children, young people and families
2. Building sustainable community capacity
3. Supporting Black-led organisations

3.9 The above areas cut across many of the themes in the BCAP, and have emerged as priorities through various thematic steering group discussions as well as from the recent LGA Peer Review.

3.10 In addition to this, a range of short, medium and long-term actions will be developed to address the targets in relation to health inequalities, which will be linked to wider aims within the Borough Plan 2021-2022 and the development of the Health & Wellbeing Strategy.

3.11 To continue holding the council to account, the thematic steering groups will remain in place but will be rationalised to three core groups to reflect the three priority areas. These groups will be reviewed to ensure they continue to remain effective in supporting the delivery of the overall action plan.

3.12 The wider community reference group, which consists of community leaders who attended the initial council meeting in June, will continue to meet bi-monthly, and will be reviewed to ensure it remains inclusive and reflective of Brent's Black communities.

3.13 Alongside the Year One Delivery Plan, a Communications plan will be developed to ensure reporting back to the wider Black community continues.

4.0 Financial Implications

4.1 The financial implications for each of the 2020/21 actions are set out Appendix 3. Overall, most of the actions are of the nature that they can be contained within existing departmental budgets. This being the case, the 2021/22 budget agreed by the Council set out additional funding to support the delivery of the Black Community Action Plan.

5.0 Legal Implications

5.1 Where it is reasonably thought that persons who share a protected characteristic suffer a disadvantage connected to that characteristic; and/or persons who share that characteristic have needs that are different from the needs of persons who do not share it; and/or participation in an activity by persons who share that characteristic is disproportionately low, then section 158 of the Equality Act 2010 permits positive action where it is a proportionate means of achieving a legitimate aim of enabling or encouraging persons who share the protected characteristic to overcome or minimise the disadvantage, meet specific needs or enable or encourage persons who share the protected characteristic to participate in that activity.

5.2 The Equality and Human Rights Commission (EHRC) Statutory Code of Practice in relation to services, public functions and associations provides further clarity in relation to the positive action provisions in the Equality Act. It explains that these enable service providers to take proportionate action to achieve fuller and more effective equality outcomes for members of groups that are socially or economically disadvantaged or excluded, or who otherwise face the consequences of past or present discrimination or disadvantage. Positive action can include, for example, providing additional or bespoke services, separate facilities, accelerated access to services, targeting resources or induction or training opportunities to benefit a particular disadvantaged group. Provided the action is within the parameters laid down in the Act and meets the test of proportionality, it will not amount to positive discrimination under the Act, which would be unlawful.

5.3 The Statutory Code also recommends that in order to identify possible causes of disadvantage, different needs and under-representation, and to develop appropriate positive action measures, service providers will benefit from the involvement of staff and members of groups sharing a relevant protected characteristic and such groups should also be involved in the evaluation of positive action measures which is in accordance with the council's approach as set out in this report.

6.0 Equality Implications

6.1 The council, as a public authority exercising public functions, is subject to a general public sector equality duty (PSED) under section 149 Equality Act 2010 (EqA). The PSED requires public authorities to have “due regard” to:

- The need to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the EqA.
- The need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it. This involves having due regard to the need to:
  - Remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;
  - Take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it; and
  - Encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
- The need to foster good relations between persons who share a relevant protected characteristic and those who do not share it. This includes having due regard to the need to tackle prejudice and to promote understanding.

6.2 This report and action plan will support Brent Council to continue to meet its public sector equality duties.

7.0 Any Other Implications (HR, Property, Environmental Sustainability - where necessary)

7.1 None.

8.0 Proposed Consultation with Ward Members and Stakeholders

8.1 Consultation with the community reference group and majority of thematic steering groups has taken place and the groups are in agreement with the proposed streamlined plan and the priorities put forward for delivery in year one. They will continue to be consulted as the plan continues to be delivered.

Report sign off:

Shazia Hussain
Assistant Chief Executive

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Brent Black Community Action Plan

Summary of delivery so far

Action	Evidence/Impact
Reopen NCIL immediately for applications for communities adversely effected by inequalities.	• In total, 64 bids were received • £2M was awarded across 23 projects • Funding will support projects around youth engagement, employment, culture and health improvement We are unable to ring fence the NCIL grant for addressing inequalities as the grant is based on Infrastructure and the CIL regulations, but will ensure the right support is in place for organisations.
Convene a temporary community reference group to assist with the production and peer review of this action plan.	The reference group has agreed to meet bi-monthly to ensure they hold the council to account. The council welcomes other members of the community who would like to be involved.
Convene a summer or autumn summit to convene a broader network of community leaders to review actions by the Council and continue the conversation.	The Autumn summit was held on 8th December 2020, 274 guests streamed the event. Recording of the event can be found here: https://brent.public-i.tv/core/portal/webcast_interactive/532092 The event was used as a platform to launch a consultation page for the community. Feedback will be reviewed and embedded into the delivery of the action plan where appropriate.
Staff networks should continue to be supported with coaching and mentoring. The Council should also set up a Black Staff Forum with a separate budget for events and training.	The Black Staff Forum first met on 3rd July 2020. Feedback from attendees has highlighted the positive impact of having this forum in place as a safe space for Black staff members. The forum continues to meet bi-weekly and have fed into developing a mutual mentoring scheme for the council.

The Council should commission the Local Government Association, or other appropriate organisation, to carry out an independent review of its approach to delivering workforce equality, diversity and inclusion. The review should also take into account key findings and recommendations of previous work done in this area in the relatively recent past including the Pavey Review (2015) and the Business In The Community focus group report on the experience of BAME employees at Brent Council (2019).	The commission was established in October 2020 and took place during Friday 22nd - Wednesday 27th January. A series of interviews and workshops took place to understand the council's commitment to equality, diversity and inclusion for black communities The recommendations are currently being incorporated into a delivery plan.
Run a series of 'Let's Talk About Race' webinars to enable staff at all levels to engage in open and frank discussions about lived experience in relation to race, racism and remedies for racial inequality.	Let's Talk About Race sessions delivered to senior manages in October and is now in place for middle managers. Sessions took place between November 2020 and January 2021. HR will review feedback from delegates once sessions complete and consider extending further across the council and review content, as appropriate.

Streamlined Brent Black Community Action Plan

Green text - Peer review recommendations

1) Early intervention: children, young people and families	
Create an assured way of life for young black people by enabling them to fulfil their ambitions and aspirations relating to education	
Develop spaces and opportunities for young people to act as leaders and influencers, embedding ways to treat young people as stakeholders with a voice and opportunities to celebrate achievements.	Short term (1-3 years)
Develop personal resilience skills and creating spaces to have difficult conversations, so that young people are enabled and given the ability to prepare for and handle situations.	Short term (1-3 years)
Enable young people to explore and express their aspirations, which will include making them aware of opportunities available to them. This could also include confidence building and making them feel 'accepted' and that they do not have to work twice as hard as their non-black peers to achieve the same levels of positive outcomes for themselves.	Short term (1-3 years)
Support black children with developing self-esteem and self-worth and confidence in the classroom, and through coaching and mentoring in schools.	Short term (1-3 years)
Develop a multi-agency early intervention strategy for black British boys of Caribbean heritage, aged between 6 and 12, building on the family wellbeing centres initiative.	Short term (1-3 years)
Support to parents	
Support parents with their own aspirations and to understand aspirations of their families and children, and how they can enable their children to thrive.	Short term (1-3 years)
Remove structural racism, unconscious bias and barriers in institutions	
Institutions and individuals who are influencers in a young person's life at various stages possess the cultural competence to understand and respond to the context, pressures and barriers young black people can encounter at every critical stage in their lives. Schools and Governor training to include unconscious bias and anti-racism training.	Short term (1-3 years)
Opportunities for young people to learn about positive Black History, which can enable self-worth and aspirations to grow.	Short term (1-3 years)

Leadership in schools; recruitment drive for Black School Governors.	Short term (1-3 years)
2) Enabling and strengthening community leadership through capacity building	

Develop a leadership development programme to equip community leaders and representatives with the knowledge and skills to influence local decision-making. This leadership development programme should:
• Equip leaders with the skills and knowledge to take action in their personal, professional and civic lives which will include:
  ○ Personal leadership style and skills
  ○ Networks, collaboration and partnership working
  ○ Strategic thinking and effective future gazing
• Establish a mutual mentoring and coaching scheme designed to ensure that both black community leaders/representatives and senior Council officer can learn from one another and that cultural competence continues to be built.
• Enable access into positions of influence, allowing community leaders to learn from and engage with leaders from within the council. This could also include coaching into community positions such as being governors or trustees of local organisations as well as into lay Council positions or opportunities.
	Short term (1-3 years)

3) Developing community spaces – run and managed by local communities	
The council will support the development of spaces for community use e.g. for enterprise and young people. The Picture Palace, Morland Gardens and Leopold Centre are such current projects and the council will ensure that those putting in tenders to occupy the space have local community knowledge and ties.	Long term (7-10 years)
4) Supporting the black community and voluntary sector - grant funding to voluntary sector organisations and procurement	
What has been achieved: • Reopen NCIL immediately for applications for communities adversely effected by inequalities. • Ring-fencing of grants as long as there is compliance with regulations. • Bring all the NCIL funded projects relating to black community projects into one programme. This will enable the collective pooling of existing resources to improve community outcomes.	
Review grants and funding streams to enable black community projects to flourish	
Introduce participatory budgeting where community groups and representatives are invited to decide how to allocate spending to projects.	Short term (1-3 years)

Enabling collective community conversations about council funding criteria, so criteria guides what the community needs	Short term (1-3 years)
Policy change of long terms investments	Long term (7-10 years)
Matching support to existing funding streams for projects (financial and otherwise)	Long term (7-10 years)
Support joint strategic external funding applications between the council and community groups	Long term (7-10 years)
Deliver capacity building opportunities for voluntary and community sector organisations	
Coaching and advisory support to applicants of grants and funding provided by the Council and external bodies as well as for procurement**.**	Short term (1-3 years)
Facilitate collaboration between small voluntary and community sector organisations to join up and form local consortia to consolidate resources and expertise to improve community outcomes.	Short term (1-3 years)
Review the Council's procurement process	
Help applicants understand the local authority procurement strategy and process. This includes how and where this information is shared.	Short term (1-3 years)
Ensure the black community are made aware of future opportunities and contacts considered for community commissioning - with clearer connections made between social enterprise and procurement.	Short term (1-3 years)
Ensure social value is built in and successful contractors are considering the needs of the black community. The cultural competency of providers should be tested.	Short term (1-3 years)
Ensure the council uses its purchasing power to commission local groups to provide local services.	Medium term (4-7 years)
Review the support given to black voluntary and sector organisations	
Start an informal engagement group for social businesses, social enterprises, co-operatives, and corporates who are looking for CSR opportunities.	Short term (1-3 years)
5) Support for employment and enterprise	

Establish a local commission to review and develop the opportunities and routes to success available for young people aged 16-25 years. This commission should also review and understand the skills shortage and aspirations.	Short term (1-3 years)
Using the council's purchasing power to commission local organisations and businesses to provide services. The council can do more to enable local businesses to put in tenders such as by making them aware of tendering and commissioning processes.	Short term (1-3 years))
Create business opportunities for black businesses locally. The Council should use its levers and contacts to connect up black community entrepreneurs and start-ups to opportunities within larger organisations and providers. The Moving on Up programme is a good example of a project where the council is linking young black men with employers and employment/training opportunities.	Short term (1-3 years)
6) Accountability	
What has been achieved: • Convene a temporary community reference group to assist with the production and peer review of this action plan. • Convene a summer or autumn summit to convene a broader network of community leaders to review actions by the Council and continue the conversation.	
Empower the community to engage with the Council and it's processes	
Enable communities to get involved in the work of the council and partner organisations to create opportunities for co-production and co-design. Knowledgeable and experienced community members should be commissioned as paid consultants and peer reviewers to provide local insights, help shape the council's agenda and hold it to account.	Short term (1-3 years)
Communicate with transparency so the council can be held accountable	
Draw on existing communication platforms in the community such as the Beat London radio station to convey messages and engage people.	Short term (1-3 years)
Designate a Cabinet Lead for the Brent Black Community Action Plan and an annual report on progress will go to Full Council.	Short term (1-3 years)
Clearly demonstrate and report back impact to communities in a 'you said, we did' format including engaging through face to face or virtual meetings to involve as many people as possible.	Short term (1-3 years)

Internal review of processes	
Review the Equalities Analysis process the council uses to assess the impact of decisions on the black communities. Reform the process so black communities are co-production partners in decisions. To inform this, the council will Commission academic research into intersectionality and intrasectionality in Brent, to design and deliver better services and tackle inequalities.	Short term (1-3 years)
Ensure there is appropriate and timely learning from complaints and feedback from the community. Demonstrating and communicating changes made to systems as a result to black communities. The creation of opportunities to have community based space for open and frank discussions about experiences can help inform the learning process.	Short term (1-3 years)
7) Homes and homelessness	
The council will take an appreciative enquiry approach to work with the community to understand the issues commonly faced by black households in relation to homes and homelessness.	Short term (1-3 years)
The council will work with our RPS partners and local community organisations such as Crisis to look at the housing agenda and bringing them into a forum to look into issues to do with the black communities. This may include older black communities who are isolated because they do not go into care in the communities.	Long term (7-10 years)
8) Tackling health inequalities	
Covid-19 threw a sharp and painful relief on health inequalities, caused by structural inequalities. Black and Asian communities are disproportionately affected by the pandemic in terms of contracting the virus, mortality rates and other life effects. The council, along with local and regional partners, will examine the full impact and plan for actions to reduce the disproportionate impact on Black and Asian communities as well as identifying and addressing the structural reasons for the inequalities.	Long term (7-10 years)
9) Embedding equality and diversity within the Council workforce	
What has been achieved: • Staff networks should continue to be supported with coaching and mentoring. The Council should also set up a Black Staff Forum with a separate budget for events and training. • The Council should commission the Local Government Association, or other appropriate organisation, to carry out an independent review of its approach to delivering workforce equality, diversity and inclusion. The review should also take into account key findings	

and recommendations of previous work done in this area in the relatively recent past including the Pavey Review (2015) and the Business In The Community focus group report on the experience of BAME employees at Brent Council (2019). • Run a series of 'Let's Talk About Race' webinars to enable staff at all levels to engage in open and frank discussions about lived experience in relation to race, racism and remedies for racial inequality.	
Implementation and legacy	
A detailed work programme, including recommendations from the peer review will be put together in consultation with the Council's Cultural Diversity (staff) Network and Black Staff Forum.	Short term (1-3 years)
Race champions and allies who empathise with the experiences of black people. Champions should receive training and support to undertake their roles.	Short term (1-3 years)
Ensure Black Lives Matter remains on the agenda, particularly when media focus and political pressures cease.	Long term (7-10 years)
Learning and development opportunities	
Review of online unconscious bias training to be updated immediately and ensure annual reviews to be carried out with staff/general training offer.	Short term (1-3 years)
The Council Management Team should develop an understanding of the types and impact of inequality. This could be done through reverse mentoring for CMT and senior manager with a black colleague (with clear terms of reference to ensure it is beneficial for both parties e.g. shadowing opportunities for the mentor).	Short term (1-3 years)
Make unconscious bias, anti-racism, racial competencies, privilege and fragility training mandatory for all but with a more practical focus on front line staff such as social workers, housing and customer services colleagues. This training needs to be accompanied by a review and reform of underpinning systems that could perpetuate bias. An example could be in recruitment where applications put to recruitment panels are made anonymous. Training should be adapted for face-to-face and virtual delivery.	Short term (1-3 years)
Talent management	
Ensure clear talent spotting and progression processes are in place and are communicated regularly to staff. In tandem, ensuring supportive structures for black progression are in place.	Short term (1-3 years)

Ensure senior management reflects the communities the Council serves and ensuring greater black representation in senior roles across the Council. This is will be an ongoing piece of work with a target for it to be fully achieved by 2024.	Short term (1-3 years)

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Brent Black Community Action Plan 2021-22

BCAPThemes

1) Early intervention: young people, children & families
2) Enbaling and strengthening community leadership through capacity building
3) Developing community spaces - run and managed by local communities
4) Supporting the black community and voluntary sector
5) Support for emplyment and enterprise
6) Accountabilty
7) Homes and homelessness
8) Health inequalities
9) Embedding equality and diversity within the Council workforce

Theme & Objectives	Actions & Details		Measures	Timeframe	Strategic Lead	Lead Member	Delivery Resource	Financial Resources	Progress (RAG)				
									Comment	Q1	Q2	Q3	Q4
Priority 1: Children, young people and families													
Links to: **BCAP theme 1) Early intervention: children, young people and families**	Develop spaces and opportunities for young people to act as leaders and influencers, embedding ways to treat young people as stakeholders with a voice and opportunities to celebrate achievements	• Audit opportunities that exists in and outside of school settings • Upscale or create new opportunities, in partnership with local businesses and organisations • Promote opportunity of Youth Parliament via schools and social media platforms	Spaces and opportunities for young people to act as leaders and influencers in place More engagement with young people in local government processes and decision-making More frequent celebrations of young people in the borough	Mar-22	Brian Grady, OD Safeguarding Performance and Strategy	Cllr Mili Patel, Cabinet Member for Children's Safeguarding, Early Help and Social Care	CYP Priority 1 steering group Elaine Cleland-Awity, Community Action Plan Co-ordinator	Specific budget allocated					
	Develop personal resilience skills and create spaces to have difficult conversations, so that young people are enabled and given the ability to prepare for and handle situations.	• Understand what already exists to support young children in this area • Work with schools and local organisations to develop opportunities for young people whereby resilience skills will be built • Work with local health providers to promote and raise awareness of the benefits of therapy	Spaces developed for young people to build resilience and have difficult conversations	Mar-22	Brian Grady, OD Safeguarding Performance and Strategy	Cllr Mili Patel, Cabinet Member for Children's Safeguarding, Early Help and Social Care	CYP Priority 1 steering group Elaine Cleland-Awity, Community Action Plan Co-ordinator	Specific budget allocated					
	Enable young people to explore and express their aspirations, which will include making them aware of opportunities available to them. This could also include confidence building and making them feel 'accepted' and that they do not have to work twice as hard as their non-black peers to achieve the same levels of positive outcomes for themselves	• Explore opportunities that already exist and how can we develop them further • Work with comms, schools, local communities and organisations to ensure opportunities are shared more widely amongst young people	Young black children have a more positive outlook on their life chances as well as the confidence to take up opportunities available to them	Mar-22	Brian Grady, OD Safeguarding Performance and Strategy	Cllr Mili Patel, Cabinet Member for Children's Safeguarding, Early Help and Social Care	CYP Priority 1 steering group Elaine Cleland-Awity, Community Action Plan Co-ordinator	Specific budget allocated					
	Support black children with developing self-esteem and self-worth and confidence in the classroom, and through coaching and mentoring in schools	• Understand roots causes that may led to low self esteem and self-worth • Work with the community and organisations to deliver a scheme that schools can opt in to	80% of young people who receive mentoring/coaching levels of confidence and self-esteem are raised.	Mar-22	Brian Grady, OD Safeguarding Performance and Strategy	Cllr Mili Patel, Cabinet Member for Children's Safeguarding, Early Help and Social Care	CYP Priority 1 steering group Elaine Cleland-Awity, Community Action Plan Co-ordinator	Specific budget allocated					

		Develop a multi-agency early intervention strategy for black British boys of Caribbean heritage, aged between 6 and 12, building on the family wellbeing centres initiative	• Building on the theme 1 steering group, a sub group or additional meeting can be set up to include more agencies to develop an approach to address this issue. • Surveying young black boys, their families and communities will be vital in shaping this intervention.	Increased attainment and confidence levels amongst young black boys of Caribbean heritage aged 6 to 12 years old. Clear support structures and opportunities exist in and outside of schools where young black boys continue to build confidence and achieve their goals.	Mar-22	Brian Grady, OD Safeguarding Performance and Strategy	Cllr Mili Patel, Cabinet Member for Children's Safeguarding, Early Help and Social Care	CYP Theme 1 steering group Elaine Cleland-Awity, Community Action Plan Co-ordinator	Specific budget allocated					
		Support parents with their own aspirations and to understand the aspirations of their families and children, and how they can enable their children to thrive.	• Action tbc	Measures tbc.	Mar-22	Brian Grady, OD Safeguarding Performance and Strategy	Cllr Mili Patel, Cabinet Member for Children's Safeguarding, Early Help and Social Care	CYP Priority 1 steering group Elaine Cleland-Awity, Community Action Plan Co-ordinator	Specific budget allocated					
		Opportunities for young people to learn about positive Black History, which can enable self-worth and aspirations to grow.	• Support supplementary schools to develop and strengthen their offer as a means of providing an opportunity to learn about Black History outside of the school setting	Increased capacity of black-led supplementary schools enabling more children to experience the teaching of Black History	Mar-22	Brian Grady, OD Safeguarding Performance and Strategy	Cllr Mili Patel, Cabinet Member for Children's Safeguarding, Early Help and Social Care	CYP Priority 1 steering group Elaine Cleland-Awity, Community Action Plan Co-ordinator	Specific budget allocated					
Priority 2: Building sustainable community capacity														
	Links to: **BCAP theme 2) Enabling and strengthening community leadership through capacity building**	Develop a leadership development programme to equip community leaders and representatives with the knowledge and skills to influence local decision-making. This leadership development programme should: • Equip leaders with the skills and knowledge to take action in their personal, professional and civic lives which will include: o Personal leadership style and skills o Networks, collaboration and partnership working o Strategic thinking and effective future gazing	• Understand the needs of community leaders and use as a basis to scope leadership development programme • Work with external providers to develop objectives and outline of programme • Take back to steering group 2 to review before finalising programme outline • Rollo out pilot scheme to 8-10 members of the black community. • Collect feedback from pilot participants to inform full roll out of scheme	Sustained community engagement and voice from the black community that enables the delivery of culturally appropriate services Successful community leaders driving forward the work of the BCAP in their communities	Mar-22	Shazia Hussain, ACE	Cllr Margaret McLennan, Resources and Deputy Leader of the Council	Strategy & Partnerships Priority 2 steering group Elaine Cleland-Awity, Community Action Plan Co-ordinator	Specific budget allocated					

Priority 3: Supporting black led organisations														
	Links to: **BCAP theme 4) Supporting the black community and voluntary sector** **BCAP theme 5) Support for employment and enterprise**	Introduce participatory budgeting where community groups and representatives are invited to decide how to allocate spending to projects.	• Continue working with Strategy & Partnerships team to engage local communities (ensuring adequate black representation) to express local priorities and direct budgets to reflect strengths, needs and aspirations in relation to Carbon Offset Fund and CIL Fund for Brent Connects Areas, which are currently being trialled.	Clear representation of black communities in participatory budgeting working groups Black communities feel empowered using participatory budgeting as a mechanism to have their say in developing their local areas.	Mar-22	Shazia Hussain, ACE	Cllr Promise Knight, Cabinet Member for Community Safety and Engagement	Strategy & Partnerships Priority 3 steering group Elaine Cleland-Awity, Community Action Plan Co-ordinator	Specific budget allocated					
		Enabling collective community conversations about council funding criteria, so criteria guides what the community needs	• Host a series of meetings for community groups to attend to shape council funding criteria. • Feedback and suggestions should be fed into the criteria that is then used to assess funding applications.	Updated funding criteria process	Mar-22	Shazia Hussain, ACE	Cllr Promise Knight, Cabinet Member for Community Safety and Engagement	Strategy & Partnerships Priority 3 steering group Elaine Cleland-Awity, Community Action Plan Co-ordinator	Specific budget allocated					
		Coaching and advisory support to applicants of grants and funding provided by the Council and external bodies as well as for procurement.	• Develop bespoke coaching and advisory support for grants and funding for black led organisatons	An increase in Black led community and voluntary sector organisations being awarded funding Increase from baseline in contracts awarded to Black led community and voluntary sector organisations over the next 5 years	Mar-22	Shazia Hussain, ACE	Cllr Promise Knight, Cabinet Member for Community Safety and Engagement	Strategy & Partnerships Priority 3 steering group Elaine Cleland-Awity, Community Action Plan Co-ordinator	Specific budget allocated					
		Facilitate collaboration between small voluntary and community sector organisations to join up and form local consortia to consolidate resources and expertise to improve community outcomes	• A meeting will be set up in March to create an opportunity for NCIL awardees to network and for the council to facilitate collaboration where possible. • This can be replicated to reach wider groups within the black community.	Improved community outcomes Greater collaboration between VCS organisations	Mar-22	Shazia Hussain, ACE	Cllr Promise Knight, Cabinet Member for Community Safety and Engagement	Strategy & Partnerships Priority 3 steering group Elaine Cleland-Awity, Community Action Plan Co-ordinator	Specific budget allocated					
		Business support for black led businesses	• A support package for digital inclusion for businesses focusing on E-commerce • Ensure the Black community are made aware of future opportunities and contracts considered for community commissioning with a support package to be able to access resource to bid for council and public sector tender • Employment hub focused on encouraging business start-ups by young Black adults	Increase from baseline in contracts awarded to Black led organisations over the next 5 years Businesses feel more confident and secure in delivering their services online Black led organisations feel more confident and secure, with improvements in business survival rates	Mar-22	Alice Lester, OD Regeneration Growth and Employment, Regeneration	Cllr Shama Tatler, Cabinet Member for Regeneration, Property & Planning	Strategy & Partnerships Priority 3 steering group Elaine Cleland-Awity, Community Action Plan Co-ordinator	Specific budget allocated					

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Brent	**Cabinet** 6 April 2021
	Report from the Assistant Chief Executive

Public Sector Decarbonisation Scheme – Energy Efficiency Works in Brent Corporate Buildings

Wards Affected:	Barnhill, Harlesden, Kenton, Kilburn, Northwick Park, Preston, Queensbury, Queens Park, Tokyngton, Welsh Harp, Wembley Central, Willesden Green
Key or Non-Key Decision:	Key
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:	Four Appendix 1: 2019-20 Brent Total tCO2 by A) Building type B) Site Appendix 2: Costs of technologies by a) site and b) category (exempt) Appendix 3: Example of measures for ten of the proposed buildings Appendix 4: Risk matrix – before mitigation measures, with key mitigation measures in bold
Background Papers	None
Contact Officer(s): (Name, Title, Contact Details)	Neil Luscombe, Energy Manager neil.luscombe@brent.gov.uk 020 8937 3772 Catherine Arotsky, Senior Energy & Sustainability Manager catherine.arotsky@brent.gov.uk 020 8937 2942

1.0 Purpose of the Report

1.1 Brent's building stock offers significant potential for improvement in energy efficiency. This report details a project which sets out to improve the energy

efficiency of the selected Brent Council retained buildings with the highest energy consumption, creating energy and cost savings to the council.

1.2 This project forms part of the wider Climate and Ecological Emergency delivery strategy, to reach net zero carbon emissions before 2030, and specifically in leading by example to decarbonise Brent's own buildings.

1.3 The project will be funded using £3,234,000 of Section 31 grant funding won through the Public Sector Decarbonisation Scheme (PSDS), via the Government department BEIS (Department for Business, Energy & Industrial Strategy), and administered by Salix Finance, a non-departmental public body. The breakdown of costs is included in 5.2, and the total includes funding for Project Management support.

1.4 Forecast annual savings from all the measures in the application total £174k per annum. This figure is subject to improved accuracy of forecast in an Investment Grade Proposal.

1.5 A condition of the PSDS grant scheme is that the works should be complete by September 2021 where possible, with the final date for completion of the works by March 2022.

2.0 Recommendations for Cabinet

That Cabinet

2.1 Approves the project to improve the energy efficiency of selected Brent Council retained buildings with the highest energy consumption as detailed in Table 1 at paragraph 3.8.

2.2 Delegates authority to the Assistant Chief Executive, in consultation with the Lead Member for the Environment, to make further adjustments to the building and technology selection for the project referred to in 2.1 above to ensure best value for the reasons detailed in paragraph 3.7.

2.3 Approves the Council entering into a grant agreement with the Department for Business, Energy & Industrial Strategy to fund the project referred to in 2.1 above in the sum of £3,234,000.

2.4 Notes that Officers will undertake procurements to appoint a range of consultants and contractors using powers delegated under Part 3 of the Constitution to achieve the aims of the project referred to in 2.1 above.

3.0 Detail

3.1 The objective of any energy efficiency strategy should be to reduce demand before integrating low carbon technologies. On that basis, Officers' proposal to improve the energy efficiency of selected Brent Council retained buildings with the highest energy consumption includes a range of measures such as insulation of walls, floors, roofs and pipes and improved glazing.

3.2 In order to help achieve the proposal to improve the energy efficiency of selected Brent Council retained buildings with the highest energy consumption, Officers successfully applied for grant funding through the Public Sector Decarbonisation Scheme (PSDS), via the Department for Business, Energy & Industrial Strategy, and administered by Salix Finance, a non-departmental public body. The Lead Member for the Environment was consulted in relation to the application. The grant funding is for £3,234,000. The objectives of the grant agreement are consistent with the Council objectives and priorities. It is a requirement for the grant funding that all relevant works are completed by March 2022.

3.3 The majority of the grant funding will go to the successful contractor to pay for the materials and to carry out the energy efficiency works across the selected buildings. Officers will need to procure a works contractor. Given the estimated value of the contract, Officers will do so using powers delegated under Part 3 of the Constitution.

3.4 There are also significant sums in the budget for design and engineering and project delivery. Officers will undertake a series of procurements using delegated powers to procure appropriate consultants and any other miscellaneous contractors.

3.5 With regards to feasibility work already conducted, a Low Carbon Skills Fund – Project Development grant fund from Salix was open to public organisations which needed support to develop applications for the PSDS. Brent Energy Team successfully won £60k of grant funding to conduct energy audits at 13 sites (to add to 3 existing audits). Three consultants were employed to do the audits; the work was completed in December 2020 and January 2021. These audits contain recommendations for technologies and work, which include, for all measures, forecasts of energy and carbon savings and costs.

3.6 Table 1 shows the list of sites selected for improvements in energy efficiency. There is money within the grant to fund Project Management support.

3.7 Whilst the total grant sum is fixed, the specific grant allocations to each site and technology is not fixed; it is possible to change the list of sites and works, if any of the sites need to be taken off the list. Officers can also change the technologies, and for example it is possible to use the grant to part-fund measures such as LED lighting, which may not otherwise fully meet the grant requirements of cost per tCO2e.

3.8 Officers will need to procure a range of consultants and a main contractor to carry out the works. To minimise any risk of not meeting the March 2022 deadline for spending the grant, Officers will specify that the contractor must finish the works by that date to be paid.

Site
Brent Civic Centre
Tudor Gardens
Short Break Centre
Library at Willesden
John Billam Centre
Willow Children's Centre
Northwick Park Sports Pavilion
Preston Park Sports Pavilion
Gordon Brown Centre
Ealing Road Library
Barham Park complex
Harlesden Library
Kilburn Library
New Millennium Day Centre
Carlton Centre & Granville Centre
Willesden Sports Centre

Table 1: List of selected sites

4.0 Alternative Options Considered

Do nothing

4.1 This is not a viable option, as the council has committed in the Climate and Ecological Emergency declaration to lead by example and develop a plan for the council to achieve net zero carbon emissions from the council's own estate and operations by 2030.

Self-finance

4.2 As part of the Climate Emergency Delivery Plan, the Energy Team, working with other teams in the council, were to develop a business case and fund works using a capital investment approach. It is clear from the PSDS application that it would have been difficult to justify capital investment on usual payback or commercial terms. The opportunity afforded by the grant is to undertake works which have an impact on the council's costs and would otherwise have been difficult to justify.

Grant

4.3 The PSDS is a Government scheme offering grants for public sector bodies to fund energy efficiency and heat decarbonisation measures. This meant providing the public sector with an opportunity to facilitate a big step in the transition to net zero carbon, and include technologies that were previously difficult to fund, such as heat pumps and other renewable sources of energy such as solar panels. There was no upper limit to the value of the grant bid, so following the Project Development energy audits (funded by a separate Salix grant) this successful bid for a grant of £3.234m was made, to implement all of the energy efficiency measures recommended by the energy audits.

4.4 The initial PSDS grant scheme total fund size of £1bn was oversubscribed. As a result, Salix and BEIS agreed that local authorities could request the grant money bid for via Section 31 government funds instead. This is the preferred option.

5.0 Financial Implications

5.1 The project will be funded using £3.234m of Section 31 grant funding, this includes the delivery of the project and officer's time. The grant must be spent by 31.03.22, otherwise any unspent amounts will be returned. The Director of Finance has no objection to entry into the grant agreement.

5.2 Total capital investment breakdown:

- Design and engineering costs 10%
- Main equipment capital costs 35%
- Installation and commissioning costs 29%
- Project delivery costs 15%
- Contingency costs 11%

6.0 Legal Implications

6.1 In accordance with paragraph 13 of Part 3 of the Constitution, submission of bids for additional resources from government is a decision for individual Cabinet Members in relation to their portfolio area in consultation with the Leader. Officers have confirmed in paragraph 3.2 that relevant approval was obtained.

6.2 Cabinet approval is sought to enter into a grant agreement with the Department for Business, Energy & Industrial Strategy to fund the project referred to in Recommendation 2.1 above in the sum of £3,234,000. As detailed at paragraph 3.2, the objectives of the grant agreement are consistent with the Council objectives and priorities in accordance with Financial Regulation 9.1.2.

6.3 As the Council will be an accountable body in respect of grant funding and in accordance with Financial Regulation 9.1.1, the Director of Finance should approve entry into such arrangement. The Director of Finance has confirmed in the Financial Implications approval to entry into the grant agreement.

6.4 The Council is required to enter into a formal grant agreement. The grant money must be spent in compliance with the agreement, as set out in the Grant Offer Letter, to include delivery of works by 31 March 2022.

6.5 In order to meet the requirements of the project referred to in recommendation 2.1, officers will undertake procurements to appoint a range of consultants and contractors using powers delegated under Part 3 of the Constitution.

7.0 Equality Implications

7.1 There are no adverse diversity implications to the accessibility of the buildings included in the project, they are all Brent Council portfolio buildings

8.0 Any Other Implications (HR, Property, Environmental Sustainability - where necessary)

8.1 There is currently insufficient resource in the Energy Team to fully manage this project. Further investigations are required on the availability of project management resource within the council in other teams to assist or whether an external project management company will be required.

8.2 Forecast annual carbon emissions (tonnes of CO2 equivalent) savings from Category 1 and 2 technologies 365 tonnes of CO2 equivalent per annum.

8.3 In terms of a carbon life cycle assessment, refurbishing buildings is lower carbon than building new buildings.

9.0 Proposed Consultation with Ward Members and Stakeholders

9.1 None

Report sign off:

Shazia Hussain
Assistant Chief Executive

Appendix 1

Figure 1: Tree Map of 2020-21 carbon emissions from the project site

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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Appendix 3

Lean Conservation Measures	Tudor Gardens	Short Break centre	Library at Willesden	John Billam Centre	Willow Childrens Centre	Northwich Park Sports Pavilion	Preston Park Sports Pavilion	Gordon Brown Centre	Ealing Road Library	Barham Park complex
Draught proofing to windows and doors	x	x	x		x	x	x	x	x	x
Improved glazing						x	x	x	x	x
Floor insulation						x	x	x		
Wall insulation						x	x	x	x	
Roof Insulation						x	x	x	x	x

Clean Conservation Measures	Tudor Gardens	Short Break centre	Library at Willesden	John Billam Centre	Willow Childrens Centre	Northwich Park Sports Pavilion	Preston Park Sports Pavilion	Gordon Brown Centre	Ealing Road Library	Barham Park complex
LTHW pipework insulation	x	x	x	x	x	x			x	x
Replace toilet extract fans with MVHR	x	x			x	x	x	x	x	
Hot Water - point of use heaters			x	x	x		x			
Upgrade building controls to allow remote operation	x	x			x	x	x	x	x	x
Variable speed drives			x		x	x			x	
Heating - zone control valves										x
Heating - Electric Radiant Heating						x	x	x		
Ground Source Heat Pump						x				

Table 4: Example of measures for ten of the proposed buildings

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Appendix 4

		Risk matrix - before mitigation measures, with key Mitigation measures in bold				
Extent of damage	Critical			- Very challenging timescales, leads to not all grant spent by 31/3/22 **Recruit a dedicated PM, and ensure procurement support is sufficient.** **Specify that the contractor must finish the works by that date to be paid.**		
	Very high	- RE:FIT's Programme Delivery Unit are unable to provide sufficient support in project delivery **REFIT say have resource** - None of RE:FIT's approved contractors have sufficient capacity to deliver the works within the timescales **As above**	- Unable to recruit an experienced PM **Initial conversations will be required with RE:FIT to understand the extent of their project management provision** - Delays to project due to circumstances related to Covid	- Insufficient procurement support and dedicated procurement staff resource to ensure that the timescales can be met **Instruction to procurement to ensure sufficient resource is dedicated to this project - recruited if necessary**	- Insufficient internal PM resource **Recruit a dedicated PM**	
	High		- Service user disruption during works installations			
	Medium	- Potential loss of Civic Centre energy knowledge if new FM hard services contract is awarded to a different contractor this summer	- Carlton and Granville Centres redevelopment project is insufficiently advanced to incorporate energy efficiency technologies by 31/3/22			
	Low				- Willesden Sports Centre does not meet grant requirements (of bill paying responsibility)	
		Very low	Low	Medium	High	Very high
		Likelihood of occurrence				

Table 4: Risk matrix – before mitigation measures, with key mitigation measures in bold

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Brent	**Cabinet** **6th April 2021**
	Report from the Assistant Chief Executive

Performance Report, Q3 (Oct – Dec) 2020/21

Wards Affected:	All
Key or Non-Key Decision:	Key Decision
Open or Part/Fully Exempt: (If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)	Open
No. of Appendices:	One Appendix A: Corporate Performance Scorecard
Background Papers:	None
Contact Officer(s): (Name, Title, Contact Details)	Pascoe Sawyers Head of Strategy and Partnerships 020 8937 1045 pascoe.sawyers@brent.gov.uk

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 third 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:
  - 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
  - Increase in average wage

- A future built for everyone, an economy fit for all:
  - 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
  - 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
  - Reduction in illegally-dumped rubbish
  - Tackling the climate and ecological emergency

- A borough where we can all feel safe, secure, happy and healthy:
  - Reduction in anti-social behaviour, the risk of harm and re-offending
  - 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
  - Improve the health of Brent residents
  - 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
  - Building services around residents and their needs
  - Increase in resident satisfaction
  - 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.

1.6 The Q4 corporate performance report (scheduled for Cabinet in June 2021) will expand further on the impact of Covid-19 on the Council by placing emphasis on comparing 2020/21 performance not only against the targets set for this year but also against performance from 2019/20. The report will also include data on annual measures, and wherever possible, will highlight how Brent has performed in comparison to other London authorities by using LAPS data from London Councils as well as other benchmarking data from various sources.

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.

d. Note the impact of the Covid-19 pandemic on the organisation. During quarter 3 the council continued to work intensively to respond to Covid-19. The effects of the pandemic have had a considerable impact on all services throughout the organisation, including on a number of performance indicators across priority areas. 34% of indicators have a rating of red compared to 24% at the same point last year.

3.0 Detail

3.1 Overall, there are currently 94 key indicators in the Q3 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 42 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 52 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 42 Year 2 Delivery Plan indicators, 20 are on or above target (Green status), with 1 just off target (Amber status), leaving 9 significantly off target (Red status) and 12 indicators are for contextual use. 3 further measures do not have data available this quarter, and the Corporate Performance team are awaiting data for 2 measures.

3.3 There are 52 wider Borough Plan indicators in the Q3 scorecard. 18 are on or above target (Green status), 4 are just off target (Amber status), and 23 are significantly off target (Red status). A further 7 indicators are for contextual use.

3.4 A summary of performance based on Borough plan priorities is set out below.

<u>Building a Better Brent - Year 2 Delivery Plan Indicators</u>

Every opportunity to succeed

3.5 The percentage of care leavers aged 19-21 in education, employment or training (EET) is 47% (target – 57%), achieving a Red RAG rating. A number of care leavers lost their employment due to COVID-19, which has contributed to the downward trend in the EET rate this year. The LAC and Permanency Service is working with the commissioned provider, who provide targeted advice to care leavers, and Brent Virtual School to ensure that support is in

place to encourage more care leavers into EET and the multi-agency EET group meets monthly with oversight of the plans and progress of the relevant cohort.

3.6 13.5% of Looked After Children have had three or more placement moves. Although this KPI is rated Red against a target of 12%, there has been significant progress compared to the equivalent period last year when it reached 17%. Young people who have had two placements within a year, are provided with intensive support. There is a stringent monitoring process that helps with identification of issues so that additional support can be provided to keep placements stable.

3.7 There has been no change in the percentage of pupils attending Brent schools rated good or outstanding as Ofsted ceased school inspections in March 2020 due to coronavirus. Inspections are expected to resume in April 2021 and the indicator is unlikely to change until then.

3.8 Typically, Q3 would include two KPIs which report annually, focussing on the Key Stage 4 attainment gap for boys of Black Caribbean heritage, and grade 9-4 pass rate in English and maths for Looked After Children. However, the disruption to schooling caused by the COVID-19 lockdown led the Department for Education to cancel summer 2020 examinations. These were replaced with Centre Assessment Grades, the data on which has not been published. Exams for summer 2021 have also been cancelled and there is at present no decision on their replacement or the publication of any results. In 2020-21 the Black Caribbean Achievement Champions have continued working in secondary schools, with the Brent Schools Partnership holding sessions at each school to evaluate progress against their improvement plans.

A future built for everyone, an economy fit for all

3.9 880 affordable homes have been built at the end of Q3 (target – 1,600) giving this KPI a Red RAG rating. More completions occurred in Q3 as more construction caught up with delays following the lockdown in March 2020, and we have taken handover of 82 homes at South Kilburn, 24 in Kilburn Square and 153 keyworker units. Four schemes from registered providers are due to complete before the end of Q4, but it is anticipated that some handovers will be delayed until the next financial year as a result of the lockdowns in November 2020 and January 2021.

3.10 Q3 saw a decline in the performance of Category 2 highways defects repaired on time. Although this KPI has been rated Red throughout the year, in Q3 it reached a low of 55.3%, giving YTD performance of 63% against a target of 98%. November in particular saw very low performance of 36%, with the contractor reporting staffing shortages when a number of teams had to self-isolate. The backlog caused by these absences has been addressed with increased resourcing and it is likely that performance will improve for Q4.

3.11 81.17% of invoices have been paid on time (target – 80%, Green RAG rating). 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

3.12 34 additional electric vehicle charging points have been installed across the borough against a planned target of 85, rating this indicator Red. These were installed in October in line with the plan discussed in Q2, and seven more charging points are due to follow. The target of 85 additional charging points was scheduled for March 2020 but was delayed due to COVID-19. There have been 120 trees planted in streets and public spaces in Q3. The free planning season typically runs from December to March so although progress appears slow the annual target should be met by the end of Q4.

3.13 There have been 54 missed bins per 100,000 collections (target – 60, Green rating), with Q3 figure of 40 missed bins a significant improvement from 63 in Q2. The target for this KPI has increased significantly this year following a change in calculation methodology, and now measures actual incidents recorded rather than an estimate based on sample data. The reporting is now more accurate and in line with the industry standard.

3.14 The percentage of sites with unacceptable levels of litter is rated Green (actual YTD – 2%, target – 2%). Inspections were conducted throughout the period of lockdown when decreased road usage led to a reduction in littering. The Neighbourhood Managers are working closely with Veolia to ensure the quality of street cleaning remains at a high level.

3.15 An average of 401 kilograms of residual household waste was collected per household (target – 360kg, Red rating). Q3 is an improvement on previous quarters with 128kg collected per household, compared to 132kg in Q2 and 141kg in Q1. Lockdowns have caused residents to spend an increased amount of time at home. This means 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 how this will influence collection levels long term.

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

3.16 The number of Early Help Assessments and reviews is rated Green with a rate of 276.68, exceeding the annual target of 265. Demand has continued throughout the present lockdown and the situation is being monitored by the Early Help Service, with recruitment to vacancies underway to increase capacity. The percentage of children becoming subject to a Child Projection plan for a second or subsequent time is rated Red (actual YTD – 13.8%, target – 12%). . The rise is related to the relatively small cohort size and the significant increase in referral activity following the wider reopening of schools from September.

3.17 The reoffending rate by young offenders per cohort is available for the first time this year following delays in publication by the Ministry of Justice. The reoffending rate is 37.8% (target – 50%, rated Green), and was 43.8% in Q1 and 45.2% in Q2. Although this KPI is quite volatile as a small cohort size can translate to a large percentage change, the current rate is below the London and national averages. The YOS uses a tracker to analyse the offending of the current cohort and interventions can be targeted where they are most needed.

3.18 The number of new admissions to residential and nursing care homes is rated Green for people aged 65+ (actual YTD – 53, target – 112). The average monthly acute delayed transfers of care (DToC) attributable to ASC is also rated Green (actual YTD – 0.2, target – 6.5). While both KPIs are performing above expectations the data isn't comparable to previous years due to the impact of Covid on service demand, with a higher proportion of cases being dealt with through the NHS rather than by Adult Social Care.

3.19 Three further KPIs for Adult Social Care are rated Green:

- New admissions to residential & nursing care homes, 18-64 (actual YTD – 10, target – 21)
- The outcome of short-term services: sequel to service (REABLEMENT) (actual YTD – 90.8%, target – 75%)
- Identification and delivery of an additional 137 New Accommodation for Independent Living (NAIL) (actual YTD – 41, target – 41)

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

3.20 The nine contextual Community Safety indicators continue to be impacted by changes in behaviour following the lockdown measures of the past nine months. The number of robberies (672, 36% decrease), residential burglaries (1,221, 24% decrease) and knife crime incidents (324, 28% decrease) are all lower than the equivalent periods in 2019/20. There were only two lethal barrel gun discharges in Q3 and none at all in November and December. Conversely anti-social behaviour incidents are significantly higher than this time last year (Q3 2020/21 – 15,755, Q3 2019/20 – 10,627) and there has been a 6% rise in domestic abuse offences. More awareness activities are planned for Q4 to address the increase of domestic abuse related to COVID-19.

Strong foundations

3.21 56% of website visitors say they are successfully able to complete their tasks first time, giving this KPI a Red RAG rating against a target of 64%. The Q3 score of 59% is seven percentage points higher than Q2, reflecting the extensive work undertaken to streamline the current site. Work is also ongoing to speed up transaction processes and implement new design principles for forms to make them easier to use.

3.22 Satisfaction with the Brent website as a whole is 60% (target – 60%, Green rating). The new customer portal went live in early December and feedback is being monitored to ensure issues are captured and resolved. The Web Accessibility Directive score for the website is 72 out of 100 (target – 75, Amber rating). The Q3 score is a fall of nine points from a high of 81 in November with no clear cause, and the Web team are awaiting clarification from the monitoring organisation to establish what issues need to be rectified.

3.23 There have been 40 successful grant applications this year (target – 96, Red rating). This is particularly low due to the impact of COVID-19, as a number of Love Where You Live grants which would normally receive funding were for events or projects which could not safely take place. Staff have been working to distribute additional grants to support food banks, mutual aid networks, and young people's mental health.

3.24 Brent Connects forums have taken place online since Q2 with 306 residents attending meetings so far, receiving a Green RAG rating and exceeding the year-end target. The introduction of online meetings has made it easier for some residents to attend. The department continues to work with residents who require assistance getting online or require training on using the tools to access these meetings.

3.25 Community Hubs continue to perform very well, with 6,628 residents accessing a hub against a target of 2,925 and receiving a Green RAG rating. Many residents have experienced changes in their finances or employment due to the pandemic leading to a bigger demand for services, and a reduction in face-to-face contacts because of Covid restrictions has meant that more staff are available to process telephone enquiries. There has been a significant *increase* in the number Community Hub customers that more confident using online services (actual YTD – 83%, target – 75%, rated Green), up 10 percentage points from Q2. This is also attributed to the wider impact of COVID-19, with residents gaining more experience with digital platforms as other options for communication were less available. 91% of enquiries at Hubs are resolved at the point of contact (target – 80%, Green RAG rating). This is in part due to an increase in the calls for food support, including food bank referrals and supermarket priority delivery slots, which are easy to resolve.

Building a Better Brent - Wider borough plan indicators

Every opportunity to succeed

3.26 The Brent Starts Achievement rate is 92.5% (target – 92%, rated Green). This is a projection as Q3 covers the start of the academic year and the first tranche of results for this term are not confirmed until moderation has been completed in February. Classes are continuing online and this is supported by a varying assessment strategy to gain evidence of learning and by the use of RaRPA where accreditation is not available due to lockdown.

3.27 There have been 104 Employment and Apprenticeship outcomes through Brent Works, The Living Room and Community Hubs (target – 120, Red rating). Before COVID-19 Brent Works directed a lot of employment through sectors such as retail and hospitality, which have a significant decline in the past year. Over 50 job outcomes are anticipated in January with recruitment to the NHS mass vaccination centres, and February will see the launch of the government's Kickstart Scheme to create new job placements for 16 to 24 year olds. There is also a focus on ensuring good communication and engagement for webinars, and working closely with partners to promote vacancies. The Brent Works and The Living Room services have been separated and are on separate pathways, but the combined target will remain for the rest of the year.

A future built for everyone, an economy fit for all

3.28 The percentage of relevant tenders that local businesses have been successful in securing was 12% (target – 30%, Red rating). Procurement are proactively monitoring the situation to identify how the local supplier chain can be used. 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 a third quarter.

3.29 Both KPIs monitoring our voids process are rated Red, with re-let time currently 148 days for properties with major works (target YTD– 72) and 118 days for minor works (target – 35). A voids task force has been established and will be chaired by the Operational Director, in order to identify and address the issues affecting voids turnaround time.

3.30 93.8% of properties have a valid gas certificate (target – 100%, rated Red). Gas servicing stopped following the initial lockdown in March 2020 and when activity was recommenced additional health and safety protocols needed to be observed. This decreased the number of properties that could be attended and created a backlog that is still being addressed.

3.31 There are 69 households in non-self-contained Bed & Breakfast accommodation against a target of 25, giving this KPI a Red rating. The households concerned are primarily single adults who are waiting for supported accommodation to support their housing needs. The number of households in temporary accommodation in total has however reduced significantly (actual YTD – 1,866, target – 1,920, Green rating), This has been facilitated by an increase in the supply of social housing, with lets projected to be 52% higher than in 2019/20, and the use of private rented properties where appropriate.

3.32 3,162 Houses of Multiple Occupation are licensed in Brent (target – 3,804, Red RAG rating). Although 1,300 additional applications have been processed since April this is lower than was anticipated, and investigation is ongoing to target unlicensed HMOs.

3.33 The percentage of non-major planning applications determined within eight weeks or other agreed period is 85.0%, making this KPI Amber (target YTD– 86%). Recent months have had very good individual performance with December rising to 90%, and an emphasis has been placed on clearing older applications. 98.8% of major applications this year are determined within 13 weeks or other agreed period, well above the 94% target and achieving a Green rating. 100% of applications from April 2020 onwards were agreed within the timeframe.

A cleaner, more considerate Brent

3.34 Waste disposal tonnage is Red rated for Q3 (actual YTD – 55,507, target – 46,669). There is a national trend of increased residential tonnage as lockdown restrictions since March 2020 have led to residents spending more time at home, diverting waste from the commercial stream. 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 every quarter since Q1 2019/20.

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

3.35 Both Public Health indicators receive a Green RAG rating. 99.6% 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 9.58% (target – 5.58%), an increase from 8.09% in March 2019/20. Services have

been provided online, via telephone and with one-to-one sessions where clinically safe, to ensure that the service remains accessible.

3.36 The Child Protection rate per 10,000 children is 36.2 (target – 35-45, Green rating). Although this has risen from 29.3 in Q2 this was expected following the wider reopening of schools, and the current rate is comfortably within the anticipated target range.

3.37 All three Culture indicators receive a RAG rating of Red for Q3. The number of active borrowers (actual YTD – 18,050, target – 35,592), in person and online cultural events (actual YTD – 184, target – 515) and wet, dry or virtual visits to sports centres (actual YTD – 201,466, target – 1,789,559) are all significantly below target due to restrictions on in person access to these services. The library service is promoting its online resources as well as working to expand the home library model to ensure physical books are available to vulnerable residents, and additional funding has been obtained from The Reading Agency to deliver more online events.

Strong foundations

3.38 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. (Actual Q3 YTD- Stage 1 Corporate: 89%, Stage 1 Statutory: 89%, Stage 2 Corporate: 80%, Stage 2 Statutory: 47.7%). However, three indicators have maintained or improved performance since Q2, and Corporate Stage 2 complaints managed this in spite of an increase from 39 complaints in Q2 to 62 complaints in Q3. Statutory Stage 2 complaints was the only indicator to decline in Q3, with one of the two complaints dealt with in this time being resolved in time. This is consistently the lowest performing complaints indicator due to the complexity of cases dealt with. Member Enquiry response performance has remained the same as Q2 and is rated Red, despite a significant decrease from 2,035 enquiries in Q2 to 1,614 in Q3.

3.39 FOI performance is continuing to exceed the ICO's minimum standard on timeliness and has a Green RAG status again in Q3 (Actual YTD – 91%; Target – 90%).

3.40 Registration and Nationality external income is rated Green (actual YTD – £799k, target – £705k). Performance was very low in Q1 as many activities were restricted under lockdown regulations, but the reopening of services in June 2020 saw monthly targets exceeded. The tier 5 restrictions announced in early January will also lead to a reduction in service delivery, as marriage and partnership ceremonies have been suspended in order to process the increased volume of death registrations. Despite this, it is anticipated that certificate production and citizenship ceremonies will allow the service to meet its year end financial target. Both the number of births and deaths registered within their respective targets are rated Red, although performance has increased with each subsequent quarter following the restriction of activity in Q1.

3.41 Performance is below target for council tax, business rates collection and benefit overpayment recovery, all with Red RAG ratings. (Council Tax actual YTD – 77.5%, target – 85.2%; NNDR actual YTD – 71.3%, target – 87.0%; HB Overpayments actual YTD – £5.02m, target – £6.55m). Many residents'

finances have been severely affected by the pandemic. There has been an 8% increase in the number of customers of working age receiving Local Council Tax Support and funding from central government has reduced their council tax liability by £150 per household. Staff are also working on assessment and payment of the Additional Restrictions Grant.

3.42 It takes an average of 12.5 days to process new benefit claims and change events (target – 8.7, Red RAG rating). The number of cases dealt with has increased by 45% in the last four months, and the workload has further increased with processing new applications including the Resident Support Fund and Self Isolation Payments. There are currently over 7,000 individual items of work outstanding and a clearance plan is in place following an increase of staff.

3.43 Current rent collected as a percentage of rent due is at 98.1% for Q3, rated Amber (target – 100.5%). Officers are working hard to mitigate the impact of COVID-19 by supporting residents to maximise benefits and signposting to financial help, including Discretionary Housing Payment to reduce arrears and supporting applications to the Resident Support Fund where appropriate. Despite this the value of arrears on household accounts has increased to an average of £1,350, and there is a current estimated impact of £2 million in rent loss for the HRA.

4.0 Financial Implications

4.1 None

5.0 Legal Implications

5.1 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

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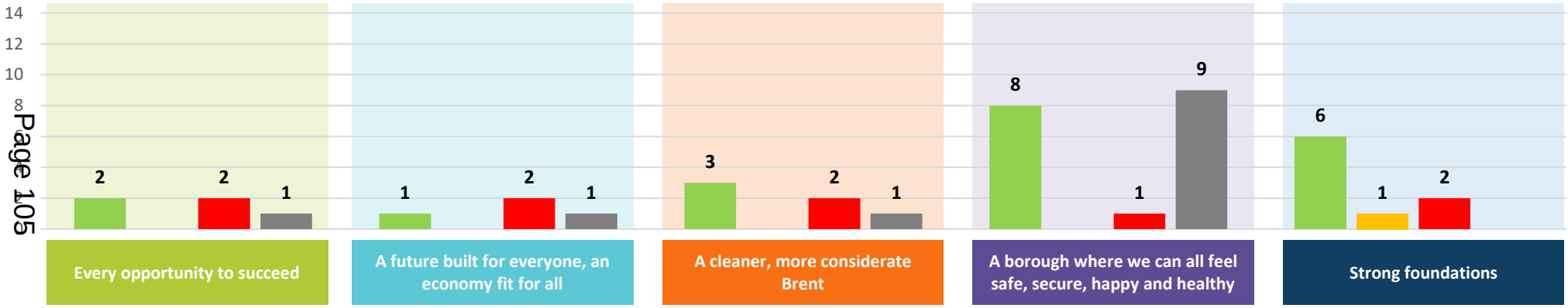
Corporate Performance Report April 2021

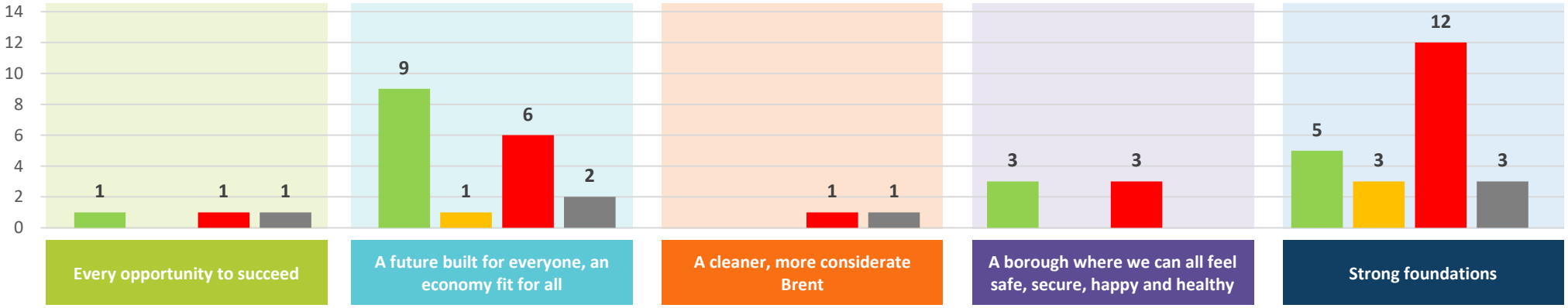
Borough Plan Performance Summary – Quarter 3 (October 2020 to December 2020)

All KPIs

KPIs for the Year 2 Delivery Plan



KPIs for Borough Plan Service Delivery Priorities



Brent

Corporate Performance Report April 2021

Borough Plan Performance Summary – Quarter 3 (October 2020 to December 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 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:

▲	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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Priority		Performance measures
Borough Plan: Year 2 Delivery Plan	Every opportunity to succeed	6
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	A cleaner, more considerate Brent	9
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Borough Plan: Service Delivery Priorities	Every opportunity to succeed	18
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	Strong foundations	22

Brent

Corporate Performance Report April 2021

Red and Amber KPIs by theme – Quarter 3 (October 2020 to December 2020)

Income KPIs affected by COVID-19

KPI	Q3 2019-20 YTD	Q3 2020-21 Actual YTD	Q3 2020-21 Target YTD	Q1 RAG	Q2 RAG	Q3 RAG
Strong foundations						
ACE-COM001 - Income generated by the Communications Team	£470,574	£303,294	£427,500	Red	Red	Red
CDS-REV002 - Non-Domestic Business Rates (NNDR)	83.3%	71.3%	87.0%	Red	Red	Red
CDS-REV003 - Percentage of Council Tax collected	82.1%	77.5%	85.2%	Red	Red	Red
CDS-REV005 - Value of HB overpayments recovered	£6,633,758	£5,018,175	£6,550,000	Red	Red	Red
CWB-HMA003 - Current rent collected as a percentage of rent due	98.8%	98.1%	100.5%	Amber	Amber	Amber

Customer-facing service affected by COVID-19

KPI	Q3 2019-20 YTD	Q3 2020-21 Actual YTD	Q3 2020-21 Target YTD	Q1 RAG	Q2 RAG	Q3 RAG
A borough where we can all feel safe, secure, happy and healthy						
CWB-CUL001 - Number of active borrowers	30,681	18,058	35,592	Red	Red	Red
CWB-CUL002 - Number of in person and online cultural events and public health activities in the libraries and museum	743	184	515	Red	Red	Red
CWB-PHE006 - The overall number of wet, dry or virtual visits to Brent's sports centres	1,316,016	201,466	1,789,559	Red	Red	Red
Strong foundations						
CDS-REG001 - Percentage of deaths registered within five days (excluding those referred to the Coroner)	91%	81%	90%	Red	Red	Red
CDS-REG004 - Percentage of births registered within 42 days	99%	74%	98%	Red	Red	Red

Other process affected by COVID-19

KPI	Q3 2019-20 YTD	Q3 2020-21 Actual YTD	Q3 2020-21 Target YTD	Q1 RAG	Q2 RAG	Q3 RAG
Every opportunity to succeed						
CYP-LAC003 - Percentage of care leavers (19 -21 year olds) in education, employment or training (EET)	55%	47.0%	57.00%	Red	Red	Red
R&E-ESK005 - Employment and Apprenticeship Outcomes (Brent Works and The Living Room/Hub service)	228	104	120	Red	Red	Red
A future built for everyone, an economy fit for all						
CWB-HSP005 - New affordable homes delivered by Brent/Registered providers (RPs)/private developers in the period	238	880	1600	Red	Red	Red
CWB-HMA008 - Percentage of properties with a valid gas certificate	99.8%	93.8%	100%	Amber	Amber	Red
CWB-HNE002 - Number of households in non-self-contained Bed & Breakfast (B&B)	62	69	25	Red	Red	Red
A cleaner, more considerate Brent						
R&E-EIM004 - Number of kilograms of residual household waste collected per household	322	401.3	360	Red	Red	Red
Strong foundations						
ACE-SPA004 - Number of successful grant applications to Brent Advice Fund, NCIL, Youth Fund and Love Where You Live following attendance at training/individual support	96	40	96	Red	Red	Red
CDS-REV001 - Average days taken to process new benefit claims and change events	8.9	12.50	8.7	Red	Red	Red

Brent

Contract management KPIs

KPI	Q3 2019-20 YTD	Q3 2020-21 Actual YTD	Q3 2020-21 Target YTD	Q1 RAG	Q2 RAG	Q3 RAG
A future built for everyone, an economy fit for all						
R&E-HIN004 - Percentage of Category 2 defects repaired on time (Non-emergency repairs: response time to make highways/footways safe within 7-28 days)	56%	63.0%	98.0%	Red	Red	Red
A cleaner, more considerate Brent						
R&E-AIR003 - Installation of an additional 85 electric vehicle charging points across the borough by March 2020	0	34	85	Red	Red	Red
R&E-EIM008 - Residual waste disposal tonnage - Public Realm Contract Target 1	52,526	55,507	46,669	Red	Red	Red

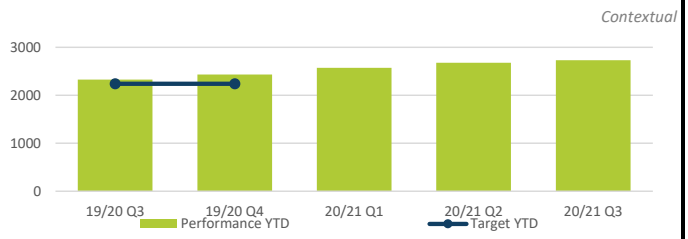
Other KPIs

KPI	Q3 2019-20 YTD	Q3 2020-21 Actual YTD	Q3 2020-21 Target YTD	Q1 RAG	Q2 RAG	Q3 RAG
Every opportunity to succeed						
CYP-LAC005 - Stability of placements of Looked After Children: three or more placement moves (percentage)	17.0%	13.50%	12.0%	Red	Red	Red
A future built for everyone, an economy fit for all						
CDS-PRC007 - Percentage of such tenders local businesses were successful in, either outright in being awarded the contract or used within the supply chain of the non-local business	30%	12%	30%	Red	Red	Red
CWB-HMA001 - Average re-let time for properties with major voids works (calendar days)	62	148	72	Red	Red	Red
CWB-HMA002 - Average re-let time for properties with minor voids works (calendar days)	36	118	35	Red	Red	Red
CWB-PRH005 - Number of Houses of Multiple Occupation licensed within the borough	-	3,162	3,804	Red	Red	Red
R&E-PLA002 - Percentage of non-major (minor and other) applications determined in eight weeks or other formally agreed time over rolling two year period	87.4%	85.0%	86.00%	Green	Amber	Amber
A borough where we can all feel safe, secure, happy and healthy						
CYP-SQA002 - Percentage of children becoming the subject of Child Protection Plan for a second or subsequent time	14.8%	13.80%	12.00%	Green	Green	Red
Strong foundations						
CDS-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 out of 100 of above.	-	72	75	Green	Green	Amber
CDS-WEB008 - 25% increase on previous year, in visitors successfully completing what they came to the site to do first time (exc. My Account portal actions).	-	56%	64%	Red	Red	Red
ACE-EMS006 - Percentage of members enquiries responded to within 10 days	96%	92%	100%	Red	Red	Red
ACE-EMS007 - Percentage of Stage 1 complaints responded to within timescale (Corporate)	95%	89%	100%	Red	Red	Red
ACE-EMS008 - Percentage of Stage 1 complaints responded to within timescale (Statutory)	92%	89%	100%	Red	Red	Red
ACE-EMS009 - Percentage of Stage 2 complaints responded to within timescale (Corporate)	91%	80%	100%	Red	Red	Red
ACE-EMS010 - Percentage of Stage 2 complaints responded to within timescale (Statutory)	38%	47.7%	100.0%	Red	Red	Red
CDS-ICT001 - Percentage of staff who have completed mandatory online Information Governance courses within one month of becoming due	85%	88%	90%	Amber	Amber	Amber
CDS-ICT002 - Percentage of Subject Access Requests (SARs) responded to within the statutory timescales	94%	88%	90%	Green	Green	Amber

Every opportunity to succeed

CYP-INC002
Number of EHCPs maintained

Contextual		
2019/20 Outturn	Actual YTD	Target YTD
2,435	2,730	-



Comments and Actions

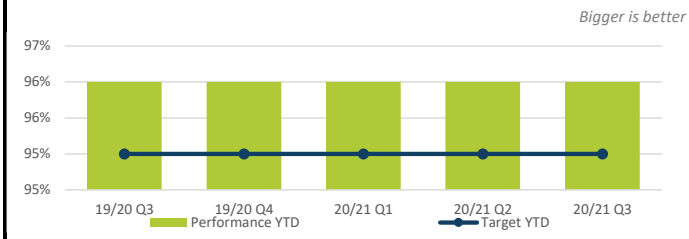
Comments: There continues to be a consistent increase in the number of EHCPs as has been the long-term trend. A shift in focus to a demand management approach that focuses on improved early intervention is underway.

Lead Member: Cllr Mili Patel

Strategic Director: Gail Tolley

CYP-SSE001
Percentage of pupils attending Brent schools that are judged as being either good or outstanding

Green		
2019/20 Outturn	Actual YTD	Target YTD
96%	96%	95%



Comments and Actions

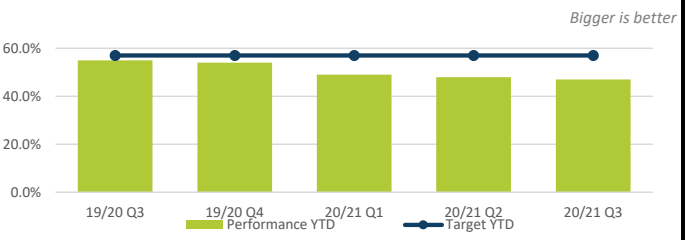
Comments: There has been no change in this indicator since Q1. Ofsted paused its inspections in March 2020 because of the pandemic. The percentage of good and outstanding schools is unlikely to change this reporting year because Ofsted intends to resume its graded inspections in April 2021. The Setting and School Effectiveness Service continues to support and challenge schools to be at least good, with the support of local school improvement partners, Brent Schools partnership, Brent Teaching School Alliance, and the leaders of local good and outstanding schools.

Lead Member: Cllr Thomas Stephens

Strategic Director: Gail Tolley

CYP-LAC003
Percentage of care leavers (19 -21 year olds) in education, employment or training (EET)

Red		
2019/20 Outturn	Actual YTD	Target YTD
54.0%	47.0%	57.0%



Comments and Actions

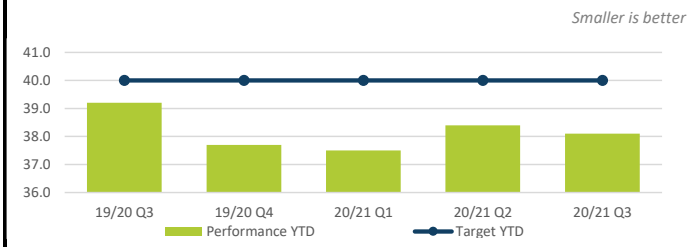
Comments: Some young people have lost their jobs as a result of COVID-19, which impacts on performance.
Actions: Robust tracking and monitoring activity as well as intensive support to young people who have already had t placements in a year is supporting improved placement stability. Targeted action to improve stability includes early identification of any additional support required to keep placements stable.

Lead Member: Cllr Mili Patel

Strategic Director: Gail Tolley

CYP-LAC004
Rate of Looked After Children per 10,000 of population

Green		
2019/20 Outturn	Actual YTD	Target YTD
37.7	38.1	40.0



Comments and Actions

Comments: The rate of LAC has reduced slightly since Q2, although the number of new LAC has increased. At the end of December there were 296 Looked After Children, which is seven more children than the end of November. A number of children have entered care over the past few months but this is not reflected in the total number of LAC as, during the same period, a comparable number have turned 18. The rate of LAC per 10,000 of the population is likely to increase further given an increase in referrals.

Lead Member: Cllr Mili Patel

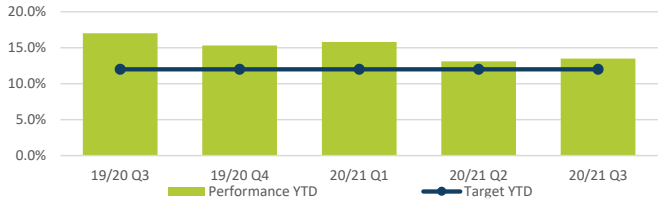
Strategic Director: Gail Tolley

CYP-LAC005
Stability of placements of Looked After Children: three or more placement moves (percentage)

Red

2019/20 Outturn	Actual YTD	Target YTD
15.3%	13.5%	12.0%

Smaller is better



Comments and Actions

Comments: The percentage of LAC with three or more placement moves has increased marginally this quarter to 13.5%. This continues to be an improvement in performance compared to earlier this year and the 2019/20 outturn of 15.3%.
Actions: Robust tracking and monitoring activity as well as intensive support to young people in fragile placements (who have already had 2 placements in a year) is supporting placement stability. A sub-group of the Local Partnership Meeting for Care Experience Children and Young People, that includes the Commissioning Team and the Looked After and Permanency Service, is driving targeted action to improve stability, such as early identification of any additional support required to keep placements stable.

Lead Member:
Cllr Mili Patel

Strategic Director:
Gail Tolley

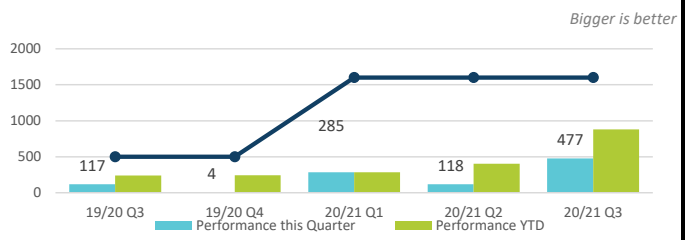
A future built for everyone, an economy fit for all

Increase in housing supply

CWB-HSP005
New affordable homes delivered by Brent/Registered providers (RPs)/private developers in the period

Red

2019/20 Outturn	Actual YTD	Target YTD
242	880	1,600



Comments and Actions

Comments: The Council currently has plans to deliver 1,265 new homes by the end of 2024, exceeding the original target by 265. Overall the Council has a target of facilitating the delivery of 5,000 new affordable homes by the end of 2024 and the current expected delivery total is 6,355. It is anticipated that the number delivered will increase during this period. By January 2021, 229 new homes had been built and let with a further 612 on site. These numbers are significantly higher than the Council has been able to build for many years and this is already impacting on the number of households in TA. As at the end of the last financial year, we had 2,132 households in TA. Increased supply of affordable housing has reduced this to 1,802, as at the end of January 2021. As would be expected with any new build programme, in the early years handovers are low with the numbers of new homes being completed accelerating over the life of the programme.

Lead Member: Cllr Eleanor Southwood

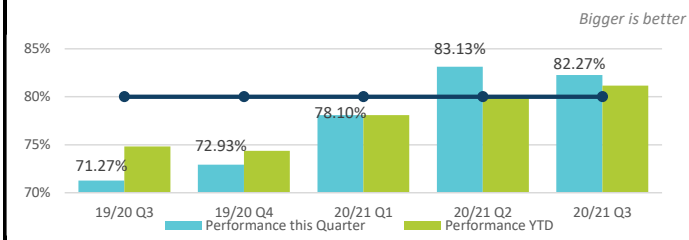
Strategic Director: Phil Porter

Increase level of inward investment achieved via the council

CEX-FIN001
Percentage of invoices paid on time

Green

2019/20 Outturn	Actual YTD	Target YTD
74.4%	81.2%	80%



Comments and Actions

Comments: The whole P2P process is currently being reviewed in detail with the goal of going live with a clean ledger and updated procedures in Oracle Cloud by Aug 2021. This is an ongoing project where continuous improvement is key to the success of the Cloud project.

Lead Member: Cllr Margaret McLennan

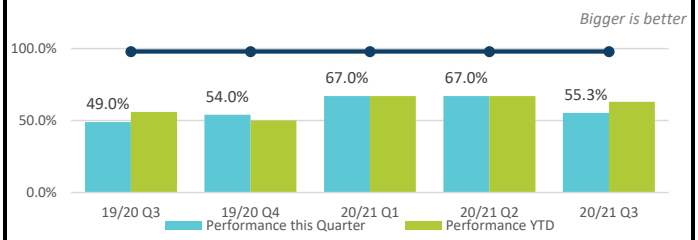
Strategic Director: Minesh Patel

Keep traffic moving and roads and pavements in good repair

R&E-HIN004
Percentage of Category 2 defects repaired on time (Non-emergency repairs: response time to make highways/footways safe within 7-28 days)

Red

2019/20 Outturn	Actual YTD	Target YTD
50.0%	63.0%	98.0%



Comments and Actions

Comments: November was a poor month for performance. The contractor had reported resource issues due to a number of gangs having to isolate and this built up a backlog of late repairs. Performance for December was much improved as the contractor was able to recruit additional resources and performance for December alone was 95%. The backlog reduced overall performance to 61%. The contractor is now on top of the backlog and performance over the next quarter should show further improvement.

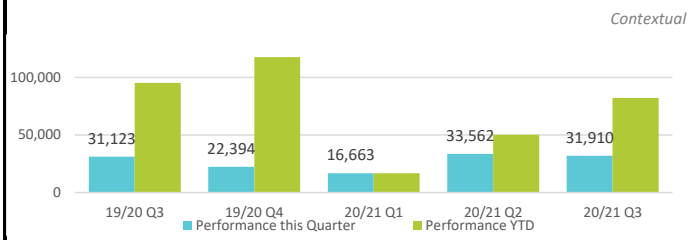
Lead Member: Cllr Krupa Sheth

Strategic Director: Alan Lunt

R&E-PAL003
Parking driver compliance: PCNs issued: Parking contraventions

Contextual

2019/20 Outturn	Actual YTD	Target YTD
117,658	82,135	-



Comments and Actions

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

Lead Member: Cllr Krupa Sheth

Strategic Director: Alan Lunt

A cleaner, more considerate Brent

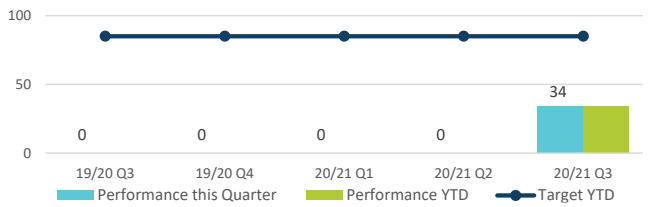
Improvement in air quality

R&E-AIR003
Installation of an additional 85 electric vehicle charging points across the borough by March 2020

Red

2019/20 Outturn	Actual YTD	Target YTD
0	34	85

Bigger is better



Comments and Actions

Comments: Phase 2 Source London EVCP's installed, 7 more to follow

Lead Member: Cllr Krupa Sheth

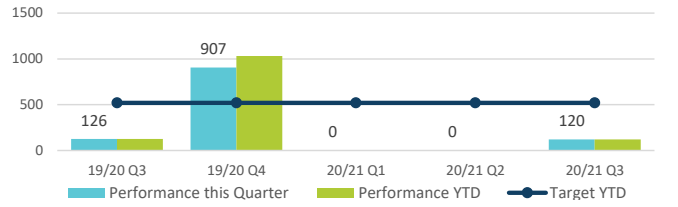
Strategic Director: Alan Lunt

R&E-AIR004
Number of trees we plant on our streets and in our public spaces

Contextual

2019/20 Outturn	Actual YTD	Target YTD
1,033	120	520

Contextual



Comments and Actions

Comments: Tree planting season typically commences at the end of Q3 to end of Q4.

Lead Member: Cllr Krupa Sheth

Strategic Director: Alan Lunt

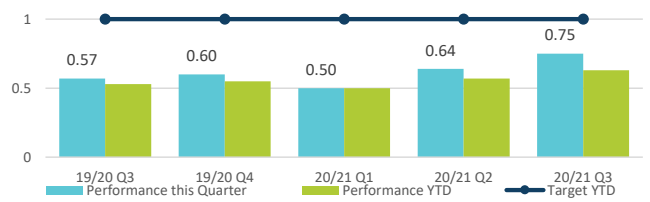
Reduction in illegally dumped rubbish

R&E-EIM001
Average time taken to remove illegally dumped waste (days)

Green

2019/20 Outturn	Actual YTD	Target YTD
0.55	0.63	1.00

Smaller is better



Comments and Actions

Comments: Despite the high number of reports to the Council, performance remains ahead of target.

Lead Member: Cllr Krupa Sheth

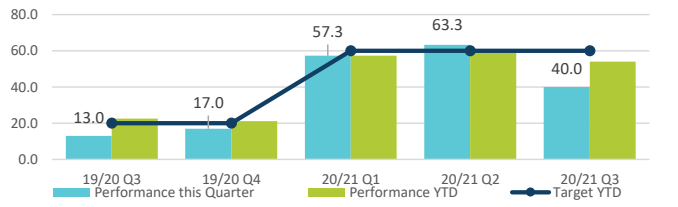
Strategic Director: Alan Lunt

R&E-EIM002
Missed bins per 100,000 collections

Green

2019/20 Outturn	Actual YTD	Target YTD
21.2	54.0	60

Smaller is better



Comments and Actions

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 and have improved in Q3 compared to the previous two quarters.

Lead Member: Cllr Krupa Sheth

Strategic Director: Alan Lunt

A cleaner, more considerate Brent

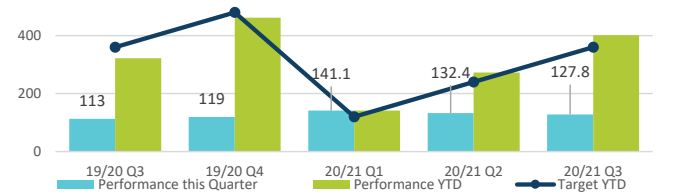
Reduction in illegally dumped rubbish

R&E-EIM004
Number of kilograms of residual household waste collected per household

Red

2019/20 Outturn	Actual YTD	Target YTD
462	401	360

Smaller is better



Comments and Actions

Comments: The COVID-19 lockdowns have caused residents to be at home the majority of the time. This means 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 national lockdowns, 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.

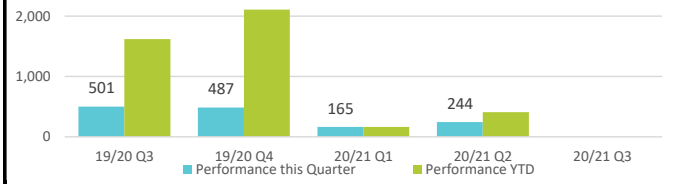
Lead Member: Cllr Krupa Sheth
Strategic Director: Alan Lunt

R&E-EIM005
Number of waste cases investigated which lead to enforcement action

Data unavailable

2019/20 Outturn	Actual YTD	Target YTD
2,108	-	-

Contextual



Comments and Actions

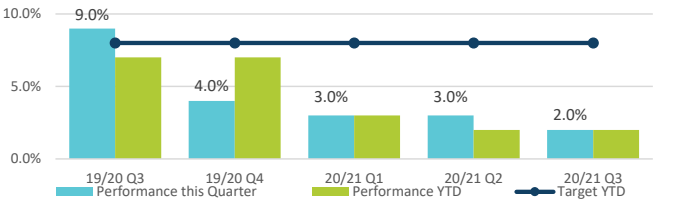
Lead Member: Cllr Krupa Sheth
Strategic Director: Alan Lunt

R&E-EIM007
Percentage of sites with unacceptable levels of litter

Green

2019/20 Outturn	Actual YTD	Target YTD
7.0%	2.0%	8.0%

Smaller is better



Comments and Actions

Comments: Despite the high number of reports to the Council, performance remains ahead of target.

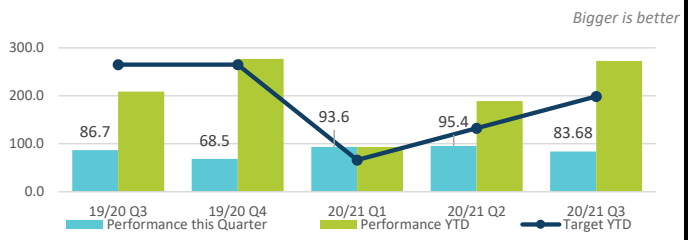
Lead Member: Cllr Krupa Sheth
Strategic Director: Alan Lunt

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

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

CYP-EAH001
Early Help Assessments and reviews completed per 10,000 children

Green		
2019/20 Outturn	Actual YTD	Target YTD
277.1	272.7	198.8



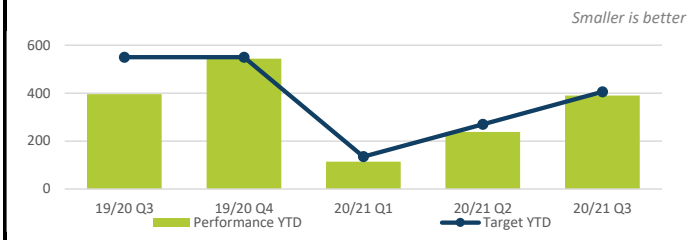
Comments and Actions

Comments: The rate of EHAs and reviews completed per 10,000 children continues to rise and at 272.68, has already exceeded the target for this year (265). The increase in demand for EHAs has continued in the current national lockdown and is creating a resourcing challenge. The situation is being closely monitored by the Early Help Service. Recruitment is under way in order to fill the current vacancies and caseloads are frequently monitored to ensure cases are closed as required in order to create capacity.

Lead Member: Cllr Mili Patel
Strategic Director: Gail Tolley

CYP-LOC002
Rate of referrals per 10,000 children

Green		
2019/20 Outturn	Actual YTD	Target YTD
543.7	390.2	405.0



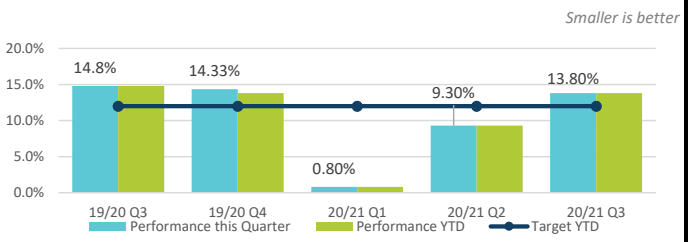
Comments and Actions

Comments: Referrals have increased since September, following an initial reduction since April 2020 related to the Covid-19 lockdown. This increase was anticipated with the wider reopening of schools.

Lead Member: Cllr Mili Patel
Strategic Director: Gail Tolley

CYP-SQA002
Percentage of children becoming the subject of Child Protection Plan for a second or subsequent time

Red		
2019/20 Outturn	Actual YTD	Target YTD
14%	13.80%	12.0%



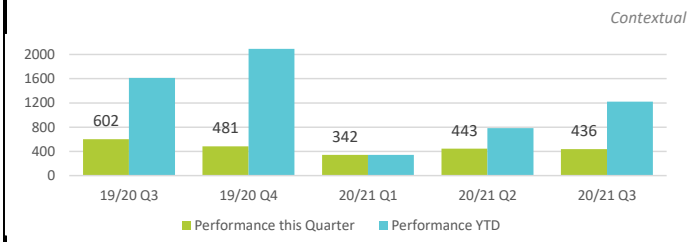
Comments and Actions

Comments: The percentage of children becoming subject of a CP plan for a second or subsequent time has increased this quarter. This is connected to the relatively low cohort size and the significant increase in referral activity following the wider reopening of schools from September.
Actions: Re-referred cases are being reviewed individually by the Safeguarding and Quality Assurance service to ensure appropriate interventions are in place for all families.

Lead Member: Cllr Mili Patel
Strategic Director: Gail Tolley

R&E-CSA008
Burglary Residential - incidents (MOPAC pan-London metric)

Contextual		
2019/20 Outturn	Actual YTD	Target YTD
2,093	1,221	-



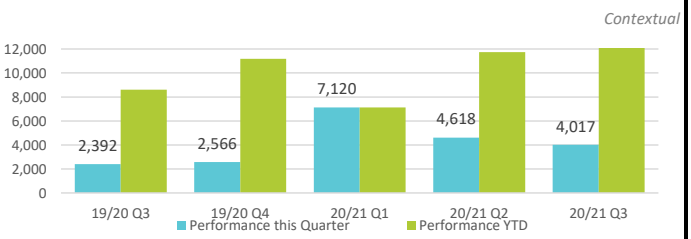
Comments and Actions

Comments: Reduction of 24% in residential burglaries compared with Q1 to Q3 in 2019/20.
Actions: To monitor.

Lead Member: Cllr Promise Knight
Strategic Director: Alan Lunt

R&E-CSA009
Anti-Social Behaviour - Incidents (MOPAC Borough Priority)

Contextual		
2019/20 Outturn	Actual YTD	Target YTD
11,174	15,755	-



Comments and Actions

Comments: Reduction in ASB incidents from Q3 to Q2 but 83% increase compared with Q1 to Q3 in 2019/20.
Actions: To be monitored, increase in ASB in 2020 was largely due to COVID reports.

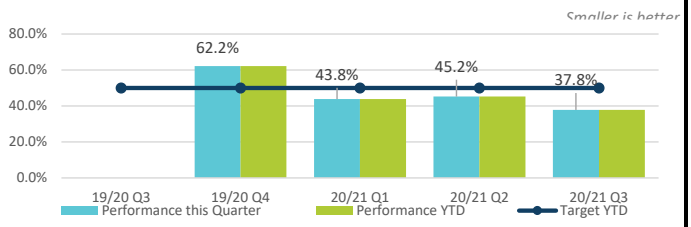
Lead Member: Cllr Promise Knight
Strategic Director: Alan Lunt

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

Reduction in violent crime, including gang and knife crime

CYP-EAH002
Reoffending rate by young offenders per cohort (Number of people in reoffending cohort for context)

Green		
2019/20 Outturn	Actual YTD	Target YTD
62.2%	37.8%	50.0%



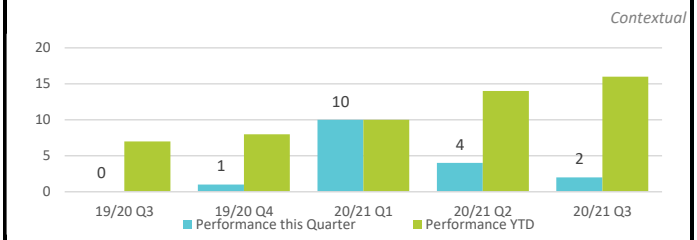
Comments and Actions

Comments: Data from the MOJ shows a current rate of 37.8% which is positive and puts Brent below the London and National averages. However as the cohorts are small, the percentage can fluctuate. The YOS uses a live tracker to analyse reoffending of the current cohort which provides an understanding of live issues are and where to focus interventions.

Lead Member: Cllr Mili Patel
Strategic Director: Gail Tolley

R&E-CSA001
Lethal Barrel Gun Discharge - incidents (MOPAC pan-London metric)

Contextual		
2019/20 Outturn	Actual YTD	Target YTD
8	16	-



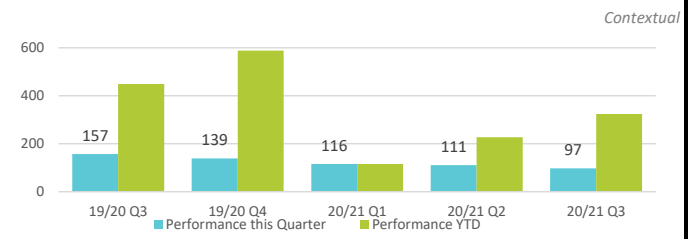
Comments and Actions

Comments: No discharges in November or December. A reduction of 2 discharge offences from Q2.
Actions: To monitor.

Lead Member: Cllr Promise Knight
Strategic Director: Alan Lunt

R&E-CSA002
Knife Crime - incidents (MOPAC pan-London metric)

Contextual		
2019/20 Outturn	Actual YTD	Target YTD
588	324	-



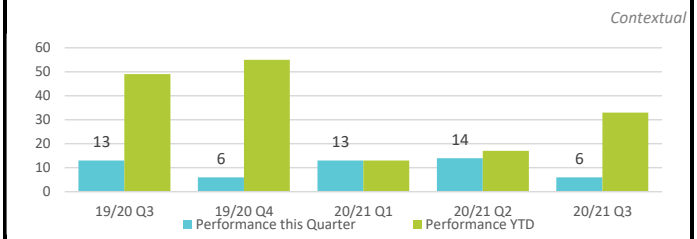
Comments and Actions

Comments: 28% decrease in knife crime offences compared with Q1 to Q3 in 2019/20.
Actions: A revised targeted approach towards gang and knife crime to be piloted during Q4 focussing on Harlesden/Stonebridge.

Lead Member: Cllr Promise Knight
Strategic Director: Alan Lunt

R&E-CSA003
Knife Crime Victims U25 - incidents (MOPAC pan-London metric)

Contextual		
2019/20 Outturn	Actual YTD	Target YTD
55	33	-



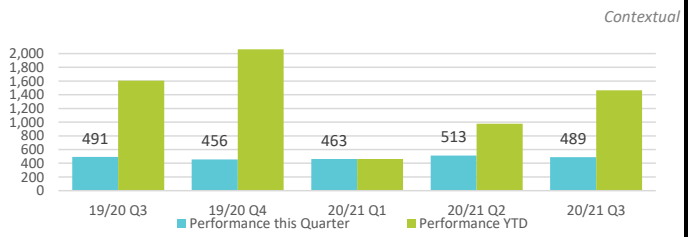
Comments and Actions

Comments: Eight fewer offences in Q3 than Q2. 33% reduction in offences compared with Q1 to Q3 in 2019/20.
Actions: Monitor the effectiveness of a more joined up approach with CYP and case management.

Lead Member: Cllr Promise Knight
Strategic Director: Alan Lunt

R&E-CSA004
Violence with Injury (Non-Domestic) - incidents (MOPAC Borough Priority)

Contextual		
2019/20 Outturn	Actual YTD	Target YTD
2,063	1,465	-



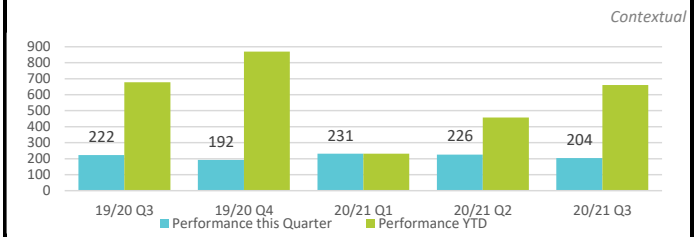
Comments and Actions

Comments: Small reduction in offences from Q2 to Q3. 9% reduction in offences compared with Q1 to Q3 in 2019/20.
Actions: A revised targeted approach towards gang and knife crime to be piloted during Q4 focussing on Harlesden/Stonebridge.

Lead Member: Cllr Promise Knight
Strategic Director: Alan Lunt

R&E-CSA005
Violence with Injury (Domestic Abuse) - incidents (MOPAC pan-London metric)

Contextual		
2019/20 Outturn	Actual YTD	Target YTD
870	661	-



Comments and Actions

Comments: Despite an increase in DA incidents, there has been a slight reduction in DA with injury offences compared with Q1 to Q3 in 2019/20.
Actions: More awareness to address concerns of COVID and Da to take place in Q4.

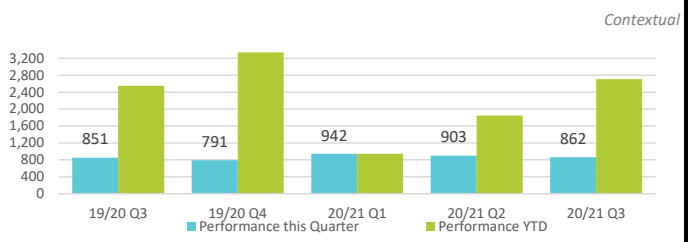
Lead Member: Cllr Promise Knight
Strategic Director: Alan Lunt

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

Reduction in violent crime, including gang and knife crime

R&E-CSA006
Domestic Abuse Offences - incidents (MOPAC pan-London metric)

Contextual		
2019/20 Outturn	Actual YTD	Target YTD
3,341	2,707	-



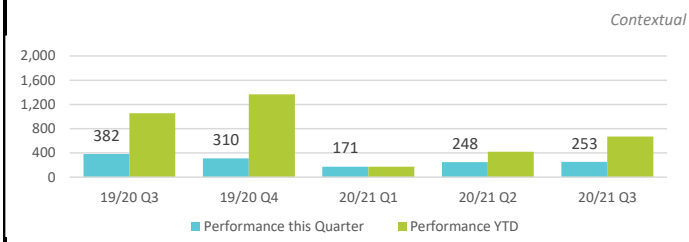
Comments and Actions

Comments: Slight decrease in DA incidents in Q3 but overall increase of 6% compared with Q1 to Q3 in 2019/20.
Actions: More awareness to address concerns of COVID and Da to take place in Q4.

Lead Member: Cllr Promise Knight
Strategic Director: Alan Lunt

R&E-CSA007
Robbery - incidents (MOPAC Borough Priority)

Contextual		
2019/20 Outturn	Actual YTD	Target YTD
1,366	672	-



Comments and Actions

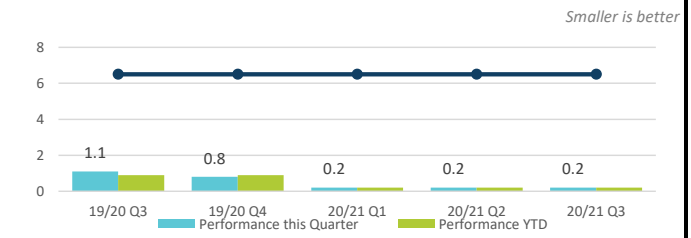
Comments: Increase of five offences in Q3 from Q2 but significant 36% decrease compared with Q1 to Q3 in 2019/20. Decrease is in part because of less footfall in robbery hotspot areas.
Actions: Figure impacted by COVID. Targeted locations to be a focus for Council and partner resources.

Lead Member: Cllr Promise Knight
Strategic Director: Alan Lunt

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

CWB-ASC001
Average monthly acute delayed transfers of care (DToC) attributable to ASC

Green		
2019/20 Outturn	Actual YTD	Target YTD
0.9	0.2	6.5



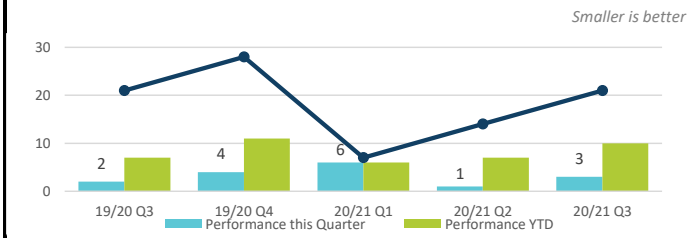
Comments and Actions

Comments: The use of Homefirst, the Housing Hospital Service and the Handyperson scheme has significantly improved the number of delays. However, the majority of discharges are currently the responsibility of Health with very few being managed by Social Care as the discharge process has changed significantly during COVID. Therefore, the performance numbers are not comparable to other quarters.
Actions: Daily DToC meetings, 7 day working in conjunction with better triage of referrals, and robust escalation procedures with Trusts and the CCG, have all contributed to a maintaining a marked decrease in the DToC figure.

Lead Member: Cllr Harbi Farah
Strategic Director: Phil Porter

CWB-ASC002
New admissions to residential & nursing care homes, 18-64

Green		
2019/20 Outturn	Actual YTD	Target YTD
11	10	21



Comments and Actions

Comments: To encourage alternative provision a challenging target is set. We have seen a reduction in demand as a result of COVID, but the demand for placements generally continues to increase.
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: Cllr Harbi Farah
Strategic Director: Phil Porter

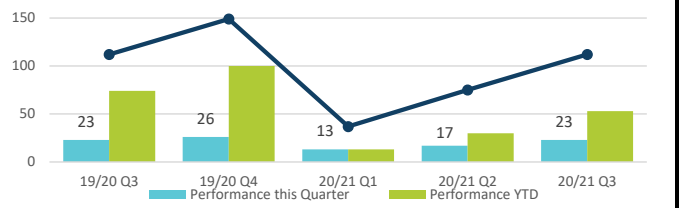
A borough where we can all feel safe, secure, happy and healthy

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

CWB-ASC003
New admissions to residential & nursing care homes, 65+

Green		
2019/20 Outturn	Actual YTD	Target YTD
100	53	112

Smaller is better



Comments and Actions

Comments: A number of placements have been made by the NHS that are now being transferred to the local authority as a result of COVID. Therefore current period data is not comparable with other periods

Actions: All placements are signed off by Heads of Service ensuring that they are made only when required.

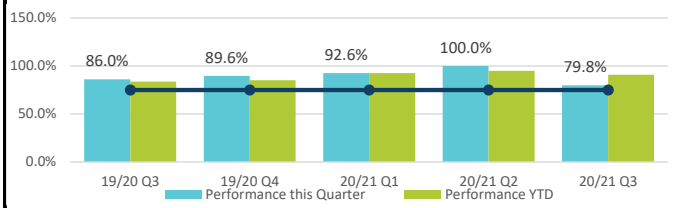
Lead Member: Cllr Harbi Farah

Strategic Director: Phil Porter

CWB-ASC011
The outcome of short-term services: sequel to service (REABLEMENT)

Green		
2019/20 Outturn	Actual YTD	Target YTD
85.2%	90.8%	75.0%

Bigger is better



Comments and Actions

Comments: The service continues to perform well with the numbers going through IRRS steadily increasing.

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.

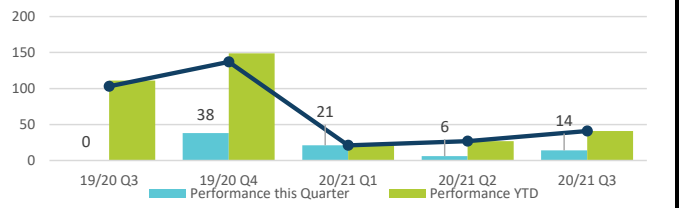
Lead Member: Cllr Harbi Farah

Strategic Director: Phil Porter

CWB-HSP004
Identification and delivery of an additional 137 New Accommodation for Independent Living (NAIL)

Green		
2019/20 Outturn	Actual YTD	Target YTD
149	41	41

Bigger is better



Comments and Actions

Comments: In Q3, a total of 14 units were completed for Mental Health.

Actions: We remain on course to deliver the schemes identified as planned during 2020/21.

Lead Member: Cllr Eleanor Southwood

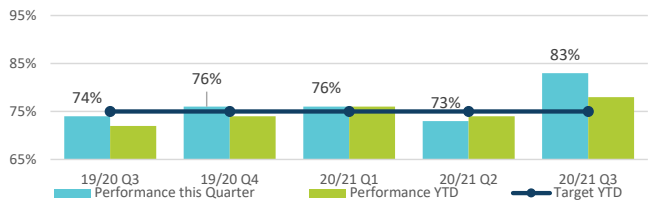
Strategic Director: Phil Porter

Enable more residents to get online

CDS-HUB002
Percentage of Community Hub customers that are more confident in using online services

Green		
2019/20 Outturn	Actual YTD	Target YTD
74.0%	78.0%	75.0%

Bigger is better



Comments and Actions

Comments: I believe as there has been a significant shift in use of technology as a result of the pandemic there are more and more people having to embrace digital platforms that otherwise would have been reluctant to do so and as a result there are more people becoming confident in using digital services.

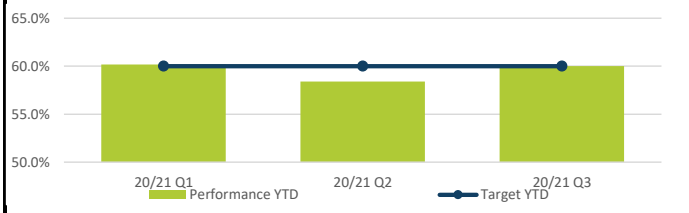
Lead Member: Cllr Eleanor Southwood

Strategic Director: Peter Gadsdon

CDS-WEB005
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.

Green		
2019/20 Outturn	Actual YTD	Target YTD
57.0%	60.4%	60.0%

Bigger is better



Comments and Actions

Comments: In preparation for the new site, the web team spent six months, last year, working with the service areas to review different sections of the site. They have focused on common customer journeys and where immediate issues were identified the team made improvements to the structure or content. The new Portal went live in December, so we have been monitoring feedback to identify any potential issues customers are facing. These have been passed directly onto the development and service teams to investigate and resolve as appropriate.

Actions: Where we identified longer term actions during our workshop sessions with the service teams, these have been recorded and where possible we will address them in the build, structure or content for the new site to further enhance the user experience. The old Web Chat functionality was removed in December as this didn't work effectively for customers. It is hoped that the introduction of a new registration and sign in process will counter balance this by making it easier for people to reset passwords. We will be piloting a new Web Advisor chat service in Q4 in Registration and Nationality. We will continue to monitor feedback from users on the new portal, especially as there is likely to be a surge in activity during Q4 due to the YE and Council Tax bills being released.

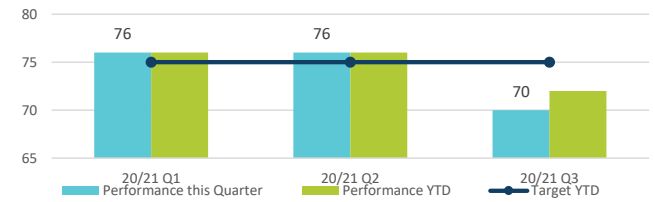
Lead Member: Cllr Margaret McLennan

Strategic Director: Peter Gadsdon

CDS-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.

Amber		
2019/20 Outturn	Actual YTD	Target YTD
-	72	75

Bigger is better



Comments and Actions

Comments: The website received a much lower score in December, with no clear reason why this occurred. No major changes had happened on the site between November, when we scored 81, and the end of the year. We did contact the company that runs the monthly league tables to enquire as to why this was but we haven't received a response to provide an explanation.

Actions: We will monitor the next three months scores to see if this change occurs again and pursue further with the organisation to find out what has changed in their assessment if the scores don't return to the previous upward trend.

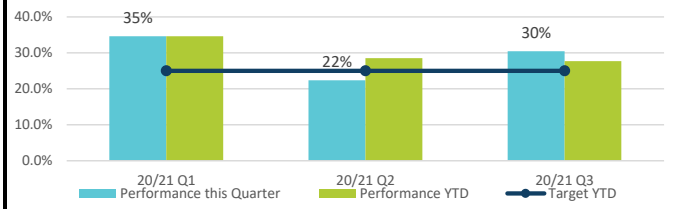
Lead Member: Cllr Margaret McLennan

Strategic Director: Peter Gadsdon

CDS-WEB007
25% increase in the number of transactions undertaken online across the website (non-logged in state) by 2021

Green		
2019/20 Outturn	Actual YTD	Target YTD
58,948	27.7%	25.0%

Bigger is better



Comments and Actions

Comments: Q3 is typically a quiet month for online activity and traditional transactions were down on previous quarter and only 18% above the benchmark set. However, the overall transaction numbers have been bolstered by the launch of the COVID business grants in Q3 which created a surge in activity.

Actions: Q4 is traditionally the busiest quarter for online transactions on the website. With the launch of My Account and the new Council Tax and Benefits portal, we expect to see a decrease in the number of transactions recorded on the main site as these will now take place via Dynamics going forward. The team is currently looking at how we can bring the portal and website data together so we can efficiently report on transactions across both.

Lead Member: Cllr Margaret McLennan

Strategic Director: Peter Gadsdon

Strong foundations

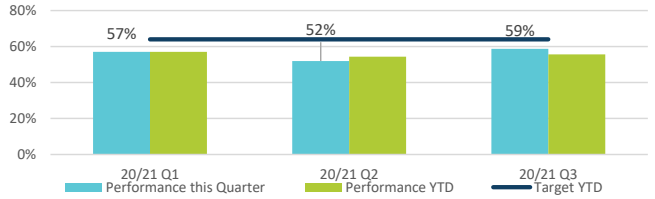
Enable more residents to get online

CDS-WEB008
25% increase on previous year, in visitors successfully completing what they came to the site to do first time (exc. My Account portal actions).

Red

2019/20 Outturn	Actual YTD	Target YTD
51%	56%	64%

Bigger is better



Comments and Actions

Comments: While the actuals are still some way off the YTD target there is a continuing upward trend of improvement. A lot of work has taken place to streamline and improve the current site, ahead of us moving to a new platform. Where we are able to make enhancements to the current site we are proactively making them.
Actions: There is still more to do before to reach the target set. Following the launch of My Account we will monitor how this is impacting peoples scores and will flag to the necessary teams if corrective action is required. This year 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: Cllr Margaret McLennan

Strategic Director: Peter Gadsdon

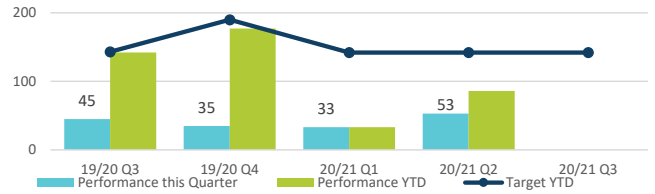
Building more services around residents and their needs

ACE-SPA002
Number of local voluntary sector groups receiving 1-2-1 advice and guidance from CVS

Data unavailable

2019/20 Outturn	Actual YTD	Target YTD
177	-	142

Bigger is better



Comments and Actions

Comments: The data for Quarter 3 is not due until the end of this month
Actions: Review performance on this outcome at the end of Quarter 3 in line with established monitoring processes.

Lead Member: Cllr Promise Knight

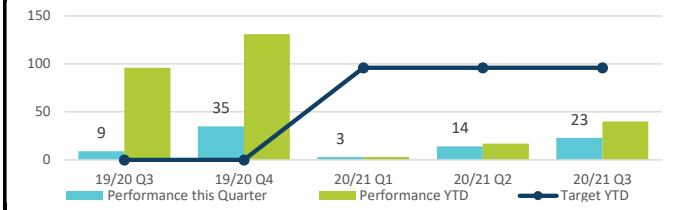
Strategic Director: Shazia Hussain

ACE-SPA004
Number of successful grant applications to Brent Advice Fund, NCIL, Youth Fund and Love Where You Live following attendance at training/individual support

Red

2019/20 Outturn	Actual YTD	Target YTD
131	40	96

Bigger is better



Comments and Actions

Comments: We are below target as a result of COVID-19 which has had an impact on grants in particular LWYL as a number of projects that would have been funded could not be delivered safely due to COVID. However the grants team has been involved in delivering a number of different grant funding streams that are not included in this report. This includes a grant for mutual aids, a grants programme to address young people's mental health and a grant for food banks.
Actions: Continue to promote the grants schemes, whilst making adaptations to take into account the COVID-19 context.

Lead Member: Cllr Shama Tatler

Strategic Director: Shazia Hussain

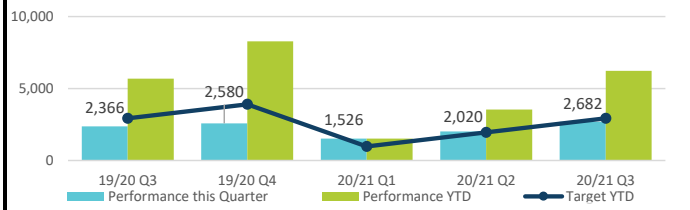
Strong foundations

Building more services around residents and their needs

CDS-HUB001
Number of residents accessing Community Hubs

Green		
2019/20 Outturn	Actual YTD	Target YTD
8,270	6,228	2,925

Bigger is better



Comments and Actions

Comments: During this period we were operating the majority of the time without face to face services and therefore were able to deploy more staff to take phone enquiries Mon-Fri as well as there being a much bigger demand for our services as a result of the pandemic.

Lead Member: Cllr Eleanor Southwood

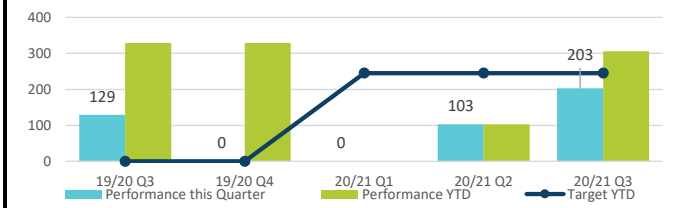
Strategic Director: Peter Gadsdon

Increase in resident satisfaction

ACE-SPA003
Number of people attending Brent Connects forums

Green		
2019/20 Outturn	Actual YTD	Target YTD
329	306	245

Bigger is better



Comments and Actions

Comments: This year's meeting have been delivered online, which equally may be a barrier for some people as well as an incentive. The P&E team are working on bring new digital engagement platforms to the Council that will improve the experience and provide better access to engaging with the Council online.
Actions: Improve the experience of and access to online meetings. Develop a structure of Brent Connects meetings that increases inclusivity and provides a platform for residents to discuss what is important to .

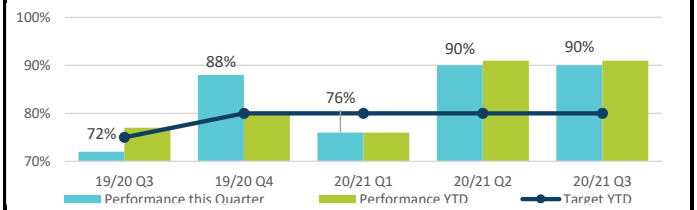
Lead Member: Cllr Muhammed Butt

Strategic Director: Shazia Hussain

CDS-HUB003
Percentage of enquiries at the Community Hubs resolved at the point of contact

Green		
2019/20 Outturn	Actual YTD	Target YTD
80.0%	91.0%	80.0%

Bigger is better



Comments and Actions

Comments: A large proportion of enquires are for food support which the team are able to deal with directly either as referrals to foodbanks or providing priority supermarket slots etc.

Lead Member: Cllr Eleanor Southwood

Strategic Director: Peter Gadsdon

Every opportunity to succeed

CEX-HRE002

Number of apprenticeships in the Council

YTD **60**

Q3 20-21	60	Q2 20-21	44
Q1 20-21	46	Q4 19-20	50

Contextual

19/20 Outturn: 50

Comments & Actions

Cllr Margaret McLennan — Debra Norman

R&E-ESK001

Brent Starts Achievement Rate

YTD **92.5%**

Q3 20-21	92.5%	Q2 20-21	92%
Q1 20-21	93%	Q4 19-20	93.7%

Target YTD: 92% *Bigger is better*

19/20 Outturn: 93.7%

Comments & Actions

Comments: At the start of the academic year 2019-20 we set our achievement target at 93%, but because of the pandemic we reviewed the target and lowered the target by 1% (92%), but actually achieved 92.5%. The new academic year 2020-21 starts in Sept 2020 which falls in Q3, this is also our first term and results are not confirmed until early Feb (after moderation). For the first term we are expecting the achievement to be around 92.5%.
Actions: Review performance using PRBs, consider the use of RaRPA where accreditation is not available due to lockdown. Use varying assessment strategy to gain evidence of learning given the use of technology. Support staff in the delivery and support learners in engaging in online learning.

Cllr Thomas Stephens — Alan Lunt

R&E-ESK005

Employment and Apprenticeship Outcomes (Brent Works and The Living Room/Hub service)

YTD **104**

Q3 20-21	46	Q2 20-21	30
Q1 20-21	28	Q4 19-20	332

Target YTD: 120 *Bigger is better*

19/20 Outturn: 272

Comments & Actions

Comments: Many entry level sectors that Brent Works heavily supported pre-pandemic, such as retail and hospitality, have continued to limit new recruitment. However the team have continued to find new roles to support local residents. They have been heavily involved in the NHS recruitment for the mass vaccination centres from which we are anticipating over 50 job outcomes in January. The team are also due to launch delivery of the governments Kickstart Scheme in February which will further ensure employment targets are meet this year, despite the pandemic. The RED flag is due to having both Brent Works and Living Room targets combined. However, the services split mid year and went on separate pathways, but the targets remained. We will need to remove Living Room target from Brent Work so that we can report more accurately Brent Work's performance. We rate the performance overall as AMBER as we have last quarter to go.
Actions: Ensure good communication and engagement strategy for webinars, working with employers to ensure success of Kickstart. Close and collaborative work with partners (GLA, WLA, NHS, Brent Start, Shaw Trust and employers, etc.) to promote vacancies and support residents into employment, training and apprenticeships.

Cllr Thomas Stephens — Alan Lunt

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CDS-PRC004

Percentage of relevant contracts being procured that follow the Brent London Living Wage policy

YTD **99%**

Q3 20-21	99%	Q2 20-21	99%
Q1 20-21	99%	Q4 19-20	99%

Target YTD: 99% *Bigger is Better*

19/20 Outturn: 95%

Comments & Actions

Comments: Requested the info for the number of LLW companies (185 live contracts and 2 LLW).

Cllr Margaret McLennan — Peter Gadsdon

CDS-PRC005

Percentage of tenders in which local businesses were invited

YTD **100%**

Q3 20-21	100%	Q2 20-21	100%
Q1 20-21	100%	Q4 19-20	60%

Target YTD: 70% *Bigger is Better*

19/20 Outturn: 78%

Comments & Actions

Comments: Tenders and RFQs issued in Q1-Q3 all open to the local supplier.

Cllr Margaret McLennan — Peter Gadsdon

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CDS-PRC006

Percentage of tenders in which local businesses were invited and then participated

YTD **35%**

Q3 20-21	31%	Q2 20-21	30%
Q1 20-21	44%	Q4 19-20	100%

Target YTD: 30% *Bigger is Better*
19/20 Outturn: 75%

Comments & Actions

Comments: Local suppliers participation remains above target.

Cllr Margaret McLennan Peter Gadsdon

CDS-PRC007

Percentage of such tenders local businesses were successful in, either outright in being awarded the contract or used within the supply chain of the non-local business

YTD **12%**

Q3 20-21	11%	Q2 20-21	0%
Q1 20-21	0%	Q4 19-20	50%

Target YTD: 30% *Bigger is Better*
19/20 Outturn: 35%

Comments & Actions

Comments: This is being actively looked at and we are looking at capturing more data on how the local supplier chain can be used in our Procurements.

Cllr Margaret McLennan Peter Gadsdon

CWB-HMA001

Average re-let time for properties with major voids works (calendar days)

YTD **148**

Q3 20-21	150	Q2 20-21	150
Q1 20-21	168	Q4 19-20	114

Target YTD: 72 *Smaller is better*
19/20 Outturn: 74

Comments & Actions

Comments: A number of factors have led to the poorer than expected voids turnaround performance. Firstly, Covid has had an impact. The pause in lettings created a backlog, which is taking some time to catch up due to limited resources. More properties becoming void, putting further pressure on resources. Virtual viewings are increasing refusals and physical viewings increase time pressures because multiple viewings cannot take place. Also, there have been delays in obtaining components such as windows and doors, kitchens, bathrooms and other building supplies. Several staff and contractors have been diagnosed with Covid and have had to self-isolate. There has been additional Covid cleaning throughout the life of the void properties. Secondly, non-Covid issues have also had an impact. There is an increase of properties with structural and/or dampness works. Most voids are major voids requiring new kitchens and bathrooms, There have been delays in meter installations and in undertaking roof leak repairs. There has been an increase in the number of voids as a result of tenants on regeneration estates moving to new build properties in Gloucester and Durham, Sandwood Court, and these have been close to each other. Thirdly, there is an impact due to officers not identifying avoidable delays in the process due to a system that didn't provide an overview of the end to end voids and lettings process. Officers have put several measures in place to resolve the issues and to improve the void turnaround times. Weekly meeting chaired by the Operational Director of Housing review the longest duration void properties and determine suitable rectification. A new voids tracker is being developed and will be in use by the end of March. This will facilitate the ease of identifying the blockages or delays at each milestone and will facilitate the prompting of the next stages. It is expected that significant improvements will be in place by the end of June 2021.

Cllr Eleanor Southwood Phil Porter

CWB-HMA002

Average re-let time for properties with minor voids works (calendar days)

YTD **118**

Q3 20-21	91	Q2 20-21	124
Q1 20-21	104	Q4 19-20	50

Target YTD: 28 *Smaller is better*
19/20 Outturn: 43

Comments & Actions

Comments: A number of factors have led to the poorer than expected voids turnaround performance. Firstly, Covid has had an impact. The pause in lettings created a backlog, which is taking some time to catch up due to limited resources. More properties becoming void, putting further pressure on resources. Virtual viewings are increasing refusals and physical viewings increase time pressures because multiple viewings cannot take place. Also, there have been delays in obtaining components such as windows and doors, kitchens, bathrooms and other building supplies. Several staff and contractors have been diagnosed with Covid and have had to self-isolate. There has been additional Covid cleaning throughout the life of the void properties. Secondly, non-Covid issues have also had an impact. There is an increase of properties with structural and/or dampness works. Most voids are major voids requiring new kitchens and bathrooms, There have been delays in meter installations and in undertaking roof leak repairs. There has been an increase in the number of voids as a result of tenants on regeneration estates moving to new build properties in Gloucester and Durham, Sandwood Court, and these have been close to each other. Thirdly, there is an impact due to officers not identifying avoidable delays in the process due to a system that didn't provide an overview of the end to end voids and lettings process. Officers have put several measures in place to resolve the issues and to improve the void turnaround times. Weekly meeting chaired by the Operational Director of Housing review the longest duration void properties and determine suitable rectification. A new voids tracker is being developed and will be in use by the end of March. This will facilitate the ease of identifying the blockages or delays at each milestone and will facilitate the prompting of the next stages. It is expected that significant improvements will be in place by the end of June 2021.

Cllr Eleanor Southwood Phil Porter

CWB-HMA005

Fire Risk Assessment - Recommended Actions for blocks over six storeys high

YTD **100%**

Q3 20-21	100%	Q2 20-21	100%
Q1 20-21	100%	Q4 19-20	100%

Target YTD: 100% *Bigger is better*
19/20 Outturn: 100%

Comments & Actions

Comments: All priority actions are addressed. Non-priority actions are programmed via the fire safety works programme.

Cllr Eleanor Southwood Phil Porter

CWB-HMA007

Percentage of properties with a valid Fire Risk Assessment, in line with cyclical date for re-inspection

YTD **100%**

Q3 20-21	100%	Q2 20-21	100%
Q1 20-21	100%	Q4 19-20	100%

Target YTD: 100% *Bigger is better*
19/20 Outturn: 100%

Comments & Actions

Comments: 100% compliance.

Cllr Eleanor Southwood Phil Porter

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CWB-HMA008

Percentage of properties with a valid gas certificate

YTD **93.8%**

Q3 20-21	93.8%	Q2 20-21	97.9%
Q1 20-21	98.2%	Q4 19-20	98.72%

Target YTD: 100% *Bigger is better*
19/20 Outturn: 98.72%

Comments & Actions

Comments: A backlog of gas safety checks was created as a result of property visits being stopped during lockdown and later residents shielding or not comfortable to have engineers in their homes. The backlog now cleared, i.e. we have attempted to access all the properties due as per the Gas Access Process. The remaining properties now require enforcement via injunction applications as per the final stage of the Gas Access Process. Due to the number of cases requiring enforcement, courts are only able to provide them in batches. This is the reason for the outstanding cases. At the current rate of injunction applications, it is likely that the backlog will take 6 months to clear.

Cllr Eleanor Southwood — Phil Porter

CWB-HNE001

Number of households (families & singles) in Temporary accommodation (TA)

YTD **1,849**

Q3 20-21	1,866	Q2 20-21	1,911
Q1 20-21	2,099	Q4 19-20	2,132

Target YTD: 1,920 *Smaller is better*
19/20 Outturn: 2,132

Comments & Actions

Comments: The service is projecting 722 social housing lettings being made in 2020/21. This is a 52% increase on the number of properties let last year (474) and a 33% increase on the year before (542). This increase in the supply of social housing, coupled with use of private rented properties to help meet demand from homeless households, has contributed to the decrease in the use of TA for homeless families.

Cllr Eleanor Southwood — Phil Porter

CWB-HNE002

Number of households in non-self-contained Bed & Breakfast (B&B)

YTD **69**

Q3 20-21	69	Q2 20-21	84
Q1 20-21	91	Q4 19-20	101

Target YTD: 50 *Smaller is better*
19/20 Outturn: 101

Comments & Actions

Comments: The single homeless service saw a surge in demand during the COVID lockdown leading to high volume of people being placed in emergency accommodation. Although the majority of people have now been moved on to settled accommodation, there remains a cohort who are waiting for supported accommodation to meet their short to medium term housing needs. Some of the people now left are those to whom we have no duty, either because they've had a negative decision or they've refused offers. Not proceeding to evict them due to the ban on eviction.

Cllr Eleanor Southwood — Phil Porter

CWB-HNE003

Percentage of homelessness prevented and relieved

YTD **79%**

Q3 20-21	75%	Q2 20-21	82%
Q1 20-21	85%	Q4 19-20	51%

Target YTD: 50% *Bigger is better*
19/20 Outturn: 51%

Comments & Actions

Comments: Successful use of private sector accommodation to prevent homelessness continues to ensure that households housing needs are being met through securing suitable accommodation, before the main duty is accepted.

Cllr Eleanor Southwood — Phil Porter

CWB-PRH005

Number of Houses of Multiple Occupation licensed within the borough

YTD **3,162**

Q3 20-21	3,162	Q2 20-21	2,911
Q1 20-21	2,051	Q4 19-20	-

Target YTD: 3,804 *Bigger is better*
19/20 Outturn: 1,715

Comments & Actions

Comments: As a consequence of Covid 19 some proactive work within the service has been put on hold. In particular unannounced inspections (raids) have not been undertaken as it was assessed as being too risky to have officers enter properties without being able to undertake a thorough H&S risk assessment first. This works ordinarily sees a number of high profile cases publicised each year, which in turn drives up licence applications. In addition to this publicity more general targeted comms is ordinarily undertaken throughout the year to generate awareness. We have seen a steady number of monthly applications but possibly set too high a target in the first instance. Notwithstanding this, Brent Council has successfully licenced the most Mandatory HMOs than any other Borough in London.

Cllr Eleanor Southwood — Phil Porter

R&E-PAL001

Parking driver compliance: PCNs issued: CCTV bus lane

YTD **8,186**

Q3 20-21	2,388	Q2 20-21	3,795
Q1 20-21	2,003	Q4 19-20	857

Contextual
19/20 Outturn: 9,365

Comments & Actions

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

Cllr Krupa Sheth — Alan Lunt

R&E-PAL002

Parking driver compliance: PCNs issued: CCTV moving traffic

YTD **35,333**

Q3 20-21	12,623	Q2 20-21	14,122
Q1 20-21	8,588	Q4 19-20	10,812

Contextual
19/20 Outturn: 56,569

Comments & Actions

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

Cllr Krupa Sheth — Alan Lunt

R&E-PLA001

Percentage of major applications determined in 13 weeks or other formally agreed time over rolling two year period

YTD **98.8%**

Q3 20-21	98.8%	Q2 20-21	98.8%
Q1 20-21	98.7%	Q4 19-20	98.7%

Target YTD: 94% *Bigger is better*
19/20 Outturn: 97.6%

Comments & Actions

Comments: Performance well above target and 100 % for all applications between April and December 2020.

Cllr Shama Tatler — Alan Lunt

A future built for everyone, an economy fit for all

R&E-PLA002

Percentage of non-major (minor and other) applications determined in eight weeks or other formally agreed time over rolling two year period

YTD **85.0%**

Q3 20-21	85.0%	Q2 20-21	85.4%
Q1 20-21	86.3%	Q4 19-20	87.24%

Target YTD: 86% *Bigger is better*
19/20 Outturn: 85.83%

Comments & Actions

Comments: Two year rolling figure up from Q2 following strong monthly performance from Oct to Dec (87.8 to 90 %). Rolling two-year below target, but well above national target (70 %). Ongoing focus on dealing with older applications had resulted in more older applications being determined, with large proportion now dealt with.
Actions: Active oversight by DM Leadership team to continue to address reductions in performance against target.

Cllr Shama Tatler — Alan Lunt

R&E-PRO001

Revenue income secured from commercial portfolio

YTD **£2,367,000**

Q3 20-21	£896k	Q2 20-21	£741k
Q1 20-21	£730k	Q4 19-20	£563k

Target YTD: £2.30m *Bigger is better*
19/20 Outturn: £2.33m

Comments & Actions

Comments: These figures relate to invoices raised not cash collected which is managed centrally by the debt collection team.

Cllr Shama Tatler — Alan Lunt

A cleaner, more considerate Brent

R&E-EIM003

Number of illegally dumped waste incidents reported on public land (large and small)

YTD **25,142**

Q3 20-21	5,716	Q2 20-21	10,073
Q1 20-21	9,353	Q4 19-20	8,466

Contextual
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 has taken place in 2020/21.

Cllr Krupa Sheth — Alan Lunt

R&E-EIM008

Residual waste disposal tonnage - Public Realm Contract Target 1

YTD **55,507**

Q3 20-21	18,140	Q2 20-21	18,433
Q1 20-21	18,934	Q4 19-20	16,743

Target YTD: 46,669 *Smaller is better*
19/20 Outturn: 69,269

Comments & Actions

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.

Cllr Krupa Sheth — Alan Lunt

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CWB-CUL001

Number of active borrowers

YTD **18,058**

Q3 20-21	18,058	Q2 20-21	22,795
Q1 20-21	28,570	Q4 19-20	34,676

Target YTD: 35,592 *Bigger is better*
19/20 Outturn: 34,676

Comments & Actions

Comments: As the libraries have been fully closed for physical stock borrowing again in Jan we expect this number to decline further while we remain closed but increase again once the library buildings can reopen. Electronic stock continues to be popular.
Actions: Continue promotion of online resources. Expanded home library model in development to reach vulnerable residents with physical stock.

Cllr Neil Nerva — Phil Porter

CWB-CUL002

Number of cultural events in the libraries and museum

YTD **184**

Q3 20-21	106	Q2 20-21	52
Q1 20-21	26	Q4 19-20	25

Target YTD: 515 *Bigger is better*
19/20 Outturn: 768

Comments & Actions

Comments: As physical events continue to be on hold, it is natural that the KPI will be significantly below originally anticipated. However our online delivery continues to be successful with growing attendance and numbers and additional online programming now planned for Q4.
Actions: Funding obtained via Reading Agency to deliver additional programme of online events.

Cllr Neil Nerva — Phil Porter

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

CWB-PHE002

Percentage of new birth visits within 14 days

YTD **99.6%**

Q3 20-21	-	Q2 20-21	99.6%
Q1 20-21	98.6%	Q4 19-20	97.3%

Target YTD: 95% *Bigger is better*
19/20 Outturn: 96.2%

Comments & Actions
Comments: The service during Covid continues to use virtual contacts except where there were concerns. CLCH exceeded target for New Birth visits, at 99.6% against a target of 95% and also achieved target for the 6-8 week review of 96.2% against a target of 95%.

Cllr Neil Nerva — Phil Porter

CWB-PHE005

Percentage of successful completions as a proportion of all opiate drug users in treatment

YTD **9.58%**

Q3 20-21	9.58%	Q2 20-21	9.06%
Q1 20-21	8.87%	Q4 19-20	8.09%

Target YTD: 5.31% *Bigger is better*
19/20 Outturn: 8.09%

Comments & Actions
Comments: Services for opiate users continued to be maintained during pandemic. Clinical interventions, including secondary prescribing, are operating to ensure that services remain accessible and clinically safe.

Cllr Neil Nerva — Phil Porter

CWB-PHE006

The overall number of wet and dry visits to Brent's sports centres

YTD **201,466**

Q3 20-21	113k	Q2 20-21	89k
Q1 20-21	0	Q4 19-20	367k

Target YTD: 1.79m *Bigger is better*
19/20 Outturn: 1.68m

Comments & Actions
Comments: Despite the efforts of the centres in making their facilities Covid safe and welcoming back up to 85% in some activities the lockdown had a devastating impact on the attendance figures.

Cllr Neil Nerva — Phil Porter

CYP-LOC009

Child Protection rate per 10,000 children

YTD **36.2**

Q3 20-21	36.2	Q2 20-21	29.3
Q1 20-21	31	Q4 19-20	32.6

Target YTD: 35-45 *Smaller is better*
19/20 Outturn: 32.6

Comments & Actions
Comments: The rate of children subject of a child protection plan has risen steadily over the past three months. This was predicted with the wider reopening of schools and increased referrals. The rise from 29 to 36 per 10,000 is within the expected range.

Cllr Mili Patel — Gail Tolley

Strong Foundations

ACE-COM001

Income generated by the Communications Team

YTD **£303,294**

Q3 20-21	£156k	Q2 20-21	£125k
Q1 20-21	£23k	Q4 19-20	£128k

Target YTD: £427k *Bigger is better*
19/20 Outturn: £598K

Comments & Actions
Comments: Filming picked up after the end of lockdown but put back on hold after the third lockdown in the last 10 months, hence reduced income.

Cllr Muhammed Butt — Shazia Hussain

ACE-EMS001

Number of complaints upheld by the ombudsman

YTD **9**

Q3 20-21	3	Q2 20-21	5
Q1 20-21	1	Q4 19-20	2

Contextual
19/20 Outturn: 23

Comments & Actions
Comments: The Local Government and Social Care Ombudsman made decisions on 15 cases in Q3 2020/21, of these 3 were upheld (20%).
Actions: Analyse complaints upheld by the Ombudsman and seek to improve performance on upheld cases.

Cllr Margaret McLennan — Shazia Hussain

ACE-EMS004

Number of Stage 1 complaints upheld/partially upheld

YTD **348**

Q3 20-21	134	Q2 20-21	141
Q1 20-21	73	Q4 19-20	-

Contextual
19/20 Outturn: 852

Comments & Actions
Comments: There were 510 Stage 1 complaints closed in Q3 2020/21, however an outcome was only recorded for 275 cases. This is due to limitations of the old CRM system. Of the 275 cases where an outcome was provided, 134 cases had an outcome of upheld or partially upheld. (49% upheld/partially upheld in Q3 2020/21).
Actions: Ensure that where fault is identified the Council admits any failures and seeks to put things right.

Cllr Margaret McLennan — Shazia Hussain

ACE-EMS005

Percentage of FOI requests responded to within 20 working days

YTD **91%**

Q3 20-21	93%	Q2 20-21	91%
Q1 20-21	89%	Q4 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 Q3 2020/21 by 3%, which keeps the actual YTD performance at 91%. There were 443 Information requests due in Q3 2020/21, which is an increase of 83 requests received from the last quarter, however 93% of requests were still responded to on time.
Actions: Proactively monitor FOI performance.

Cllr Margaret McLennan — Shazia Hussain

Strong Foundations

ACE-EMS006

Percentage of members enquiries responded to within 10 days

YTD **92%**

Q3 20-21	93%	Q2 20-21	93%
Q1 20-21	89%	Q4 19-20	-

Target YTD: 100% *Bigger is better*
19/20 Outturn: 97%

Comments & Actions
Comments: Member Enquiry response performance has remained consistent this quarter at 93%. There were 1614 enquiries received, which is a decrease of 421 enquiries from Q2 2020/21, where the a lot of enquiries related to Covid-19.
Actions: Continue to monitor Member Enquiries to improve performance.

Cllr Muhammed Butt — Shazia Hussain

ACE-EMS007

Percentage of Stage 1 complaints responded to within timescale (Corporate)

YTD **89%**

Q3 20-21	90%	Q2 20-21	90%
Q1 20-21	88%	Q4 19-20	-

Target YTD: 100% *Bigger is better*
19/20 Outturn: 94%

Comments & Actions
Comments: Corporate stage 1 complaint response performance has remained at 90% compared to the previous quarter. The amount of Stage 1 corporate complaints have dropped by 87 complaints compared to Q2 2020/21 where there was a high increase. The YTD figure is 89%, and therefore aim to improve this in the last quarter.
Actions: Report weekly on complaint performance so that service areas can improve timeliness.

Cllr Margaret McLennan — Shazia Hussain

ACE-EMS008

Percentage of Stage 1 complaints responded to within timescale (Statutory)

YTD **89%**

Q3 20-21	91%	Q2 20-21	82%
Q1 20-21	94%	Q4 19-20	-

Target YTD: 100% *Bigger is better*
19/20 Outturn: 91%

Comments & Actions
Comments: Stage 1 statutory complaint performance achieved 91% which is a 9% increase from the previous quarter. In Q3 2020/21, 30 out of the 33 complaints due were closed on time. Of the 15 ASC statutory cases closed on Q3 2020-21, 14 cases were closed on time. Of the 18 CYP statutory cases closed in Q3, 16 cases were closed on time.
Actions: Report weekly on complaint performance so that service areas can improve timeliness.

Cllr Margaret McLennan — Shazia Hussain

ACE-EMS009

Percentage of Stage 2 complaints responded to within timescale (Corporate)

YTD **80%**

Q3 20-21	84%	Q2 20-21	79%
Q1 20-21	76%	Q4 19-20	75%

Target YTD: 100% *Bigger is better*
19/20 Outturn: 86%

Comments & Actions
Comments: Corporate Stage 2 response performance is better this quarter compared to the last two quarters. The performance rate for Q3 was 84% despite a huge increase of complaints (23 complaints compared to Q2 2020/21). There were 62 Stage 2 corporate complaints received in Q2 2020/21 of which 52 were responded to on time.
Actions: Improve Stage 2 performance and but continue to produce thorough investigations.

Cllr Margaret McLennan — Shazia Hussain

ACE-EMS010

Percentage of Stage 2 complaints responded to within timescale (Statutory)

YTD **47.7%**

Q3 20-21	50%	Q2 20-21	60%
Q1 20-21	33%	Q4 19-20	33%

Target YTD: 100% *Bigger is better*
19/20 Outturn: 43%

Comments & Actions
Comments: Statutory Stage 2 complaint response performance remains poor. This is largely down to the complexity of the cases received. There were only two ASC statutory complaints and therefore the performance statistics are skewed. Only 1 of the two cases due within the quarter were responded to on time and hence the 50% performance rate.
Actions: Seek to improve performance with rigorous monitoring but continue to produce thorough investigations.

Cllr Margaret McLennan — Shazia Hussain

CDS-BCS002

Percentage of telephone calls answered through the council's ACD system

YTD **92.7%**

Q3 20-21	93.3%	Q2 20-21	90.0%
Q1 20-21	94.7%	Q4 19-20	88.00%

Target YTD: 80% *Bigger is better*
19/20 Outturn: 80%

Comments & Actions

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%**

Q3 20-21	86%	Q2 20-21	89%
Q1 20-21	87%	Q4 19-20	88%

Target YTD: 90% *Bigger is better*
19/20 Outturn: 86%

Comments & Actions
Comments: Training performance has dipped slightly, this may be due to staff absence (holiday and sickness).
Actions: Continue the weekly reminders to staff and monthly reports to senior management.

Cllr Margaret McLennan — Peter Gadsdon

CDS-ICT002

Percentage of Subject Access Requests (SARs) responded to within the statutory timescales

YTD **88%**

Q3 20-21	79%	Q2 20-21	93%
Q1 20-21	92%	Q4 19-20	100%

Target YTD: 90% *Bigger is better*
19/20 Outturn: 96%

Comments & Actions
Comments: SAR performance has seen a slight reduction due to the requested data not being received back from the service area within the timeframe requested.
Actions: Work closely with service areas, continue with the weekly trackers to ensure service areas are aware of the outstanding cases.

Cllr Margaret McLennan — Peter Gadsdon

Strong Foundations

CDS-REG001

Percentage of deaths registered within five days (excluding those referred to the Coroner)

YTD **81.0%**

Q3 20-21	90%	Q2 20-21	87%
Q1 20-21	82%	Q4 19-20	87%

Target YTD: 90% *Bigger is better*
19/20 Outturn: 9%

Comments & Actions

Comments: In quarter three we have hit target, in October 2020 (we registered deaths 141) and November 2020 (we registered deaths 125). December 2020 has seen a significant spike (we registered deaths 211) this increase is due to winter excess deaths which is typical for this time of year with the addition of the Coronavirus pandemic has seen a spike in volumes. At the start of the pandemic the Coronavirus Regulations 2020 allowed for deaths to be registered by telephone. In March 2020 we went from registering 251 deaths to a 50% increase in April 2020. In April 2020, 550 deaths were registered. As we approached the third lockdown announced by the government on 4th January 2021 January 2021 figures show from 1st Jan 2021 - 12th January 2021 (126 MCCD deaths were registered), (16 post mortem without inquest) and (6 inquests). This figure is likely to increase and exceed the December 2020 death registration total. See table of comparison of deaths registrations over the last three years attached. Actions taken by the service; birth and notice of marriage and appointments have been reduced to assist with the expected increase of volume for death registrations. Extra diaries for death registrations have been activated we now have between two or three active diaries accommodating 30 appointments for deaths daily. There have been delays in community GP's completing the MCCD, and delays at the hospital issuing the MCCD's which delays the registrations over the 5 day target period. We are liaising with community and acute trusts to improve the quality and return of the Medical Cause of Death certificates by email which enable to the Registrars to register a death. Customers can book appointments online at any time. Brent has had one of the highest death rates presented compared to neighbouring boroughs in December 2020 and although we are in red rag status we are achieving higher percentages of death registered with the target timeframe than our neighbouring boroughs.
Actions: Increase death appointment beyond 30 appointments a day if the volumes and demand require us to do so, and reduce appointments for births, notices, civil marriage and partnership ceremonies.

Cllr Margaret McLennan Peter Gadsdon

CDS-REG002

Registration and Nationality external income achieved to date

YTD **£799,092**

Q3 20-21	£352k	Q2 20-21	£301k
Q1 20-21	£146k	Q4 19-20	£256k

Target YTD: £705k *Bigger is better*
19/20 Outturn: £1.06m

Comments & Actions

Comments: We have met our income target to date. Quarter one saw a closure of birth and legal notice of marriage appointments, civil marriages/ partnership ceremonies and group citizenship ceremonies. This had an impact and loss of £146K of income based on our quarterly target of £235K in quarter one. As services were reopened in June 2020 our income started to return back to normal although full recovery to target income was seen from July 2020. From July 2020 we have achieved and exceeded the target income every month until quarter three December 2020. On 4th January 2021 the government announced tier 5 restrictions, and with the Coronavirus pandemic on the increase, although the legislations states that civil registrations offices are to be kept open, we have been left to reduce services to give legal notice of marriage and civil partnership. Civil marriage and partnership ceremonies have been suspended to meet the demand of the increased volumes for death registrations. We need £147K to meet our income target at year end and we are forecasting that we will meet this target through certificate production and citizenship ceremonies by 31st March 2021, there is a risk that due to the suspension of civil marriage and partnership ceremonies may have a shortfall.
Actions: We are on target to meet our annual target income amount of £940k.

Cllr Margaret McLennan Peter Gadsdon

CDS-REG004

Percentage of births registered within 42 days

YTD **74.0%**

Q3 20-21	89%	Q2 20-21	81%
Q1 20-21	52%	Q4 19-20	99%

Target YTD: 98% *Bigger is better*
19/20 Outturn: 99%

Comments & Actions

Comments: Birth registrations appointments were suspended during the first lockdown we then resumed services in April 2020 and 70% of the backlog of births were registered by June 2020. The back log has taken some time to clear well into quarter two. We have seen numbers of birth registrations resume, but due to increase in deaths we are having to reduce to birth registration appointments to accommodate for the increase in death registrations. We are expecting an increase in birth registrations as a result of the first lockdown to follow in January/February 2021 (the lockdown boom). Meeting target times scales to register has proved difficult in an highly unprecedented year. Attached is a comparison of neighbouring register office performance.
Actions: We may have to reduce birth registration services to meet the demands of the death registration volumes, but we are monitoring the situation very closely on a daily basis which allows us to make decisions and adjust diary availability accordingly. Brent had the highest back log of birth appointments registered in June 2020 in comparison to neighbouring boroughs (955 births registered)

Cllr Margaret McLennan Peter Gadsdon

CDS-REV001

Average days taken to process new benefit claims and change events

YTD **12.5**

Q3 20-21	12.97	Q2 20-21	14.49
Q1 20-21	10.27	Q4 19-20	8.1

Target YTD: 8.7 *Smaller is better*
19/20 Outturn: 8.6

Comments & Actions

Comments: COVID-19 has increased work by 45% in the last four months. New grants like Resident Support Fund and Self Isolation Payments have increased work too. A new work flow system with Microsoft Dynamics was introduced on 4 Dec. This has slowed number of completed assessments. The current number of outstanding items of work is above 7,000. Temp staff and resilience staff have been increased and there is a clearance plan in place.

Cllr Margaret McLennan Peter Gadsdon

Strong Foundations

CDS-REV002

Non-Domestic Business Rates (NNDR)

YTD **71.3%**

Q3 20-21	71.3%	Q2 20-21	40.3%
Q1 20-21	19.2%	Q4 19-20	15.5%

Target YTD: 0.87 *Bigger is better*
19/20 Outturn: 98.2%

Comments & Actions

Comments: The collection of NNDR has and continues to be severely affected by the pandemic. Work has been focused on supporting businesses and paying out the various grants to support businesses provided by government.
Actions: Recovery is on hold as the Magistrates' Court remains closed, nevertheless day to day collection activity is maintained. Telephone access is currently restricted to ensure capacity to manage throughput is maximised.

Cllr Margaret McLennan — Peter Gadsdon

CDS-REV003

Percentage of Council Tax collected

YTD **77.5%**

Q3 20-21	77.5%	Q2 20-21	53.2%
Q1 20-21	28.1%	Q4 19-20	14.0%

Target YTD: 0.852 *Bigger is better*
19/20 Outturn: 96.0%

Comments & Actions

Comments: The collection of Council Tax has and continues to be severely affected by the pandemic. Work has been focused on supporting customers through this unprecedented pandemic. The number of customers of working age in LCTS has increased but over 8% and these accounts have also had liability reduced by £150 through government funding.
Actions: Recovery is on hold as the Magistrates' Court remains closed, nevertheless day to day collection activity is maintained. Telephone access is maintained to ensure customers in difficulty are able to easily contact the service. Furthermore a new easier to use portal for online account access went live in December 2020.

Cllr Margaret McLennan — Peter Gadsdon

CDS-REV005

Value of HB overpayments recovered

YTD **£5,018,175**

Q3 20-21	£5.02m	Q2 20-21	£3.11m
Q1 20-21	£1.65m	Q4 19-20	£2.06m

Target YTD: £6.55m *Bigger is better*
19/20 Outturn: £8.70m

Comments & Actions

Comments: Recovery of HB overpayments has been adversely affected by the pandemic. In addition staff have been redeployed to work on assessment and payment of the Additional Restrictions Grant.
Actions: Recovery action has continued albeit with fewer resources allocated to this work.

Cllr Margaret McLennan — Peter Gadsdon

CEX-HRE001

Average days sickness (Previous 12 months)

YTD **5.65**

Q3 20-21	5.65	Q2 20-21	6.23
Q1 20-21	7.05	Q4 19-20	6.77

Contextual
19/20 Outturn: 6.77

Comments & Actions

Cllr Margaret McLennan — Debra Norman

CWB-HMA003

Current rent collected as a percentage of rent due

YTD **98.1%**

Q3 20-21	99.7%	Q2 20-21	95.9%
Q1 20-21	95.9%	Q4 19-20	98.6%

Target YTD: 100.5% *Bigger is better*
19/20 Outturn: 98.6%

Comments & Actions

Comments: Covid-19 has created significant pressure for all social landlords' ability to collect rent. The priority YTD has been to take a proactive approach to contacting those tenants who have fallen into arrears (an additional 6%) since the start of lockdown and sign post them to available financial support, including applications for Discretionary Housing Payment and the Resident Support Fund. This approach has been underpinned by the new Rent Arrears Management System, developed by BHM as part of the CRM roll out. This system uses a predictive risk model to tell Income Officers who they need to contact, so the service can intervene at the earliest point possible.
Actions: The service is focusing on encouraging applications to the Resident Support Fund for tenants who have experienced hardship throughout this year and discretionary housing payment to reduce arrears where possible. Eviction action have been paused again by the Government until 21 February 2021.

Cllr Eleanor Southwood — Phil Porter

CWB-HMA006

Percentage of housing customers satisfied with the repairs service received

YTD **86.0%**

Q3 20-21	86.0%	Q2 20-21	87.4%
Q1 20-21	87.5%	Q4 19-20	83.0%

Target YTD: 85% *Bigger is better*
19/20 Outturn: 83.0%

Comments & Actions

Comments: Performance has been consistently high and above target throughout the year, apart from December. This is particularly satisfying as the performance level has been maintained throughout the pandemic.

Cllr Eleanor Southwood — Phil Porter

Strong Foundations

R&E-BCO001

Income generated by Building Control

YTD	£1,238,215		
Q3 20-21	£212k	Q2 20-21	£720k
Q1 20-21	£306k	Q4 19-20	£306k

Target YTD: £1.19m
19/20 Outturn: £1.85m

Bigger is better

Comments & Actions

Comments: At the beginning of the year the income was impacted by COVID-19 due to sites shutting down and low on applications received. In Q3 due to credit notes being issued, the income reported was lower, but we are aiming to make up to the income in Q4 to meet our target. We can confirm we invoiced circa £447k in December 2020 and this should be reflected in January OBM 2021. However, with the most recent lockdown announced on 04/01/2021 we do not know how this will affect Building Control but we suspect it will have a negative impact on our income for Q4. We will continue to monitor the impact of COVID-19 on the income received. Please note the income figures in this performance data review differ from OBM as they are exclusive of last year's carry over accrual of £364k. If this was added to the figures here, it would match OBM i.e. £1.6M.

Actions: We are hoping there will be continued growth in the District team income and continue invoicing on some major projects subject to key milestones being reached. However, we suspect that the most recent lockdown announced on 04/01/2021 will have a negative impact on Building Control income especially District Team income as owners are likely to delay submitting applications. We will monitor the situation closely.

Cllr Shama Tatler

Alan Lunt

Brent	**Cabinet** 06 April 2021
	Report from the Strategic Director of Community Wellbeing

Water Charges and Brent Council Tenants

Wards Affected:	All
Key or Non-Key Decision:	Key Decision
Open or Part/Fully Exempt: (If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)	Open
No. of Appendices:	None
Background Papers:	None
Contact Officer(s): (Name, Title, Contact Details)	Emily-Rae Maxwell, Head of Housing and Neighbourhoods Emily-Rae.Maxwell@brent.gov.uk 020 8937 1131 Hakeem Osinaike, Operational Director of Housing Hakeem.Osinaike@brent.gov.uk 020 8937 2023

1. Purpose of the Report

1.1. In the early 2000's, water companies offered Councils and social housing landlords opportunities to enter into a contractual arrangement to provide billing and collection services in return for a void allowance for empty properties and commission to reflect both the administrative costs attached and the transfer of risk and bad debt associated with these accounts. Brent Housing Partnership (BHP) on behalf of Brent Council entered into two of these arrangements, the first with Thames Water Utilities (TWU) in 2003 and later Affinity Water (AW) in 2005.

1.2. In 2016, it was ruled the London Borough of Southwark, were acting as 'water resellers' in accordance with the Water Resale Order 2001 and 2006 due to this type of arrangement. This position was later reinforced by a 27 October 2020 Court of Appeal decision (*Kingston v Moss*).

1.3. Following this ruling, the Council has reviewed the arrangements with TWU and AW and through this paper is seeking approval from Cabinet to issue refunds to current and former Brent Council tenants. The proposed approach is outlined

in the recommendations below but the overall report recommends that both current and former tenants are refunded to the start date of the contracts.

2. Recommendations

2.1. That Cabinet note the content of the report and approve the following approach regarding the payment of refunds in respect of water charges:

(a) Refunds for both current and former tenants are calculated from the contractual start dates i.e. Thames Water Utilities 2003 and Affinity Water from 2005.

(b) Refunds for current tenants are to be issued to their rent accounts and those in credit can then apply for the amount to be debited to their bank accounts, and if in arrears, the refund will be used to offset the arrears owed

(c) Refunds for former tenants are to be; (i) issued to their rent accounts where former tenants have rent arrears to offset any arrears owed to the Council; (ii) paid into leaseholders accounts (who were tenants at the time) if they are currently in occupation; and (iii) establish a process for former tenants (with no current relationship with Brent Housing Management) to apply for a refund and ensure this is publicised with a cut-off date of two years from the point of launching the application process.

3. Background

3.1. In 2016, the landmark case of *Jones v LB Southwark* the judge ruled in its contract with TWU, Southwark had been purchasing water from TWU and reselling it to tenants at the full charge when in fact Southwark was receiving a discount and therefore was charging more commission than legally allowed. It should be noted that Southwark was able to charge a small fee for administration; this is a nominal amount of 1.5p per day per property, which equates to £5.47 per year per property. Southwark were ordered to refund the tenant any commission charged over and above £5.47 and backdate this charge to the time they either; entered into the contract or the start of the tenancy.

3.2. Following the ruling, the LB of Southwark took the decision to repay all tenants (both current and former) of its c.48,000 homes. Refunds were contained within the ring-fenced Housing Revenue Account, as required under the Local Government and Housing Act 1989. This pressure on Southwark's Housing Revenue Account ("HRA") was met through a combination of in year revenue surplus, lower debt repayment, lower bad debt provision and lower contribution to the capital programme than would otherwise have been the case.

3.3. The Royal Borough of Kingston-upon-Thames opted to challenge the Southwark ruling and pursued a claim in the High Court against one if its tenants, who was claiming a refund in respect of the water charges, seeking a declaration from the court that Kingston was not a "water reseller". The High Court dismissed this claim in November 2019 and Kingston took its case to the Court of Appeal; 'the collective' (i.e. the Local Government Association and a group of local authorities, which included Brent Council, which was known as the LGA water charges collective) supported Kingston in the High Court case

and this appeal. On 27 October 2020, the Court of Appeal ruled that the previous judgement of November 2019 stood and that the LB of Kingston was required to refund the defendant tenant in that case and effectively, its secure tenants.

3.4. Due to the similarities between those arrangements held by the High Court in the Southwark and Kingston cases, if the court was asked to make a determination on Brent's arrangements, it is highly likely the Council would be classed as a water re-seller if a case were taken through the Court process. Brent would therefore be required to provide refunds for covering the period the contract with TWU and AW was active.

Current Position: Brent and Thames Water Utilities

3.5. Responsibility for managing Brent Council homes transferred back into the Council from BHP in 2017. During this period of transition, the Council introduced a variation to the contract with TWU to mitigate any further unintended overcharging of tenants. This variation of the contract removed the agreed terms for calculating and paying commission and the void discount, instead placing the onus on TWU to offer tenants the same type of relationship and service as if they were dealing with them directly. The variation also established the Council was no longer a water reseller.

3.6. The variation to this contract means that the Council's liability period for calculating refunds owed to tenants would be 2003 (when the contract started) – 2017 (when the variation was introduced).

3.7. TWU, recognising that many Councils were following suit and introducing these variations subsequently served notice on the Council to end the contract altogether in 2018. The contract officially ended in March 2019.

Current Position: Brent and Affinity Water

3.8. Despite advice that the ruling against TWU contracts was likely to apply to other water companies such as AW, the same approach was not taken for AW.

3.9. The process was started to apply a similar variation to the AW contract as seen with TWU but an internal delay in signing this deed meant that in 2019, the position for this contract was reviewed and it was agreed to serve notice to terminate the AW contract instead. Preparations to serve Notice were undertaken in late 2019 to ensure the contractual date for termination was met. The Notice was served prior to 31st March 2020 as required giving a termination date of 30th March 2021.

3.10. This delay in action means the liability period for issuing refunds is 2005 (when the contract started) – 2021 (termination of the contract). Based on indicative figures, the cost of the delay is an additional £400k in refunds.

Implications for tenants

3.11. The court rulings against both Southwark and Kingston stated that in receiving the discounts for voids and applying a higher commission, those councils should have passed this discount on to tenants in the form of lower bills. Instead, the money was incorporated into the Council's HRA and utilised for the

continued provision of landlord services. It is recognised that all tenants would have directly seen the benefit of a reduced bill from the discounts obtained by Brent, though this would have been a nominal annual amount when divided by all tenants. As commission was reinvested into providing landlord services such as repairs, BHP and subsequently BHM did not benefit from any 'profit' made other than using it to provide more for tenants.

3.12. However, both TWU and AW offer support for low income families or those experiencing hardship, and under the contracts between the Council and TWU and AW, these schemes were not available to Brent Council tenants. Examples of these schemes include;

- Low income tariffs: low income households can apply for a 50% discount on bills *(Both TWU and AW)*
- Water Sure: households with a water meter and use a large amount of water because they have a big family or a water-dependent medical condition can have their bills capped *(Both TWU and AW)*
- Customer Assistance Fund: for every £1 the tenant pays towards their water arrears TWU will match it and if these payments are maintained without a break for two years the TWU will clear any outstanding debt *(TWU only)*
- Water Direct: a scheme working in partnership with the Department for Work and Pensions to agree a direct deduction from benefit payments to clear water arrears *(AW only)*

3.13. The 2017 variation with TWU required TWU to consider tenants for any support but due to the delay in action on the AW contract means tenants whose water is provided by AW would have continued to be not eligible for this support.

3.14. How water charges set up on the system also has a potential impact for tenants. Council tenants water charges are / were listed as a service charge and formed part of the overall monthly rent and service charge payment made to the service each month. Due to water charges being treated as a service charge and not being placed on a separate account, the Northgate system used by BHM cannot identify on mass how many tenants are in arrears and of those arrears how much is attributed to water charges. The Council has continued with enforcement action in line with its processes for any money owed including water charges. If an individual was in debt solely for water charges this would not constitute the level of arrears we carry out an eviction for. BHM would work with an individual to access financial support and set up an affordable payment plan.

3.15. The average refund to be issued per tenant (including former tenant) is £466; this amount will vary based on how long an individual was a tenant for during the period of the TWU and AW contract.

4. Considerations

4.1. To inform the approach the Council would take towards issuing refunds a number of considerations have been outlined in this section.

<u>Consideration 1 – Timescales for calculating refunds</u>

4.2. The first consideration is the window the Council would consider for offering refunds.

4.3. The expectation for current tenants is the approach taken by Southwark after the Court ruling in their respective case. This is that all current tenants should receive a refund covering the time from the contract start date (2003 for TWU and 2005 for AW) or the tenancy start date if after to the point of the contract variation (2017 for TWU) or contract termination (2021 for AW).

4.4. There are options for consideration when specifying the period the Council would use for calculating refunds owed to former tenants for the excess charge including interest, in line with Water Resale Order 2006. The options are presented as follows:

- *Option A* - Refund all current and former tenants going back to 2003(TWU)/2005(AW), this is the recommended option.
- *Option B* - Refund current tenants going back to 2003(TWU)/2005(AW) and former tenants going back to 2010, relying on the "change of position" legal defence. This option is taking the view that the Council refunds back a statutory six-year from the Southwark ruling in 2016.
- *Option C* - Refund current tenants going back to 2003(TWU)/2005(AW) and former tenants going back to 2014, relying on the "change of position" legal defence. This option is taking the view that the Council refunds back a statutory six years from Kingston ruling in 2020.

Table 1: Estimated cost associated with each scenario

		Water Supplier		Tenant		Total
Scenario	Description	Gross Refund Thames (£M)	Gross Refund Affinity (£M)	Current (£M)	Former (£M)	**Gross Refund (£M)**
A	Refund all current and former tenants going back to contract start date (2003/2005)	5.5	1.7	4.8	2.4	**7.2**
B	Refund current tenants going back to contract start date (2003/2005) and former tenants going back to 2010	4.1	1.4	4.8	0.7	**5.5**
C	Refund current tenants going back to contract start date (2003/2005) and former tenants going back to 2014	3.7	1.3	4.8	0.2	**5**

4.5. Southwark's approach (i.e. Scenario A as set out in Table 1 above) and the recommendation of this report is to adopt Option A and refund all current and former tenants to the contract start dates.

Consideration 2 – Issuing refunds to current tenants

4.6. The Council already has an established relationship with current tenants and therefore issuing refunds will be a straightforward process. The recommendation of this report is that all current tenants are issued refunds to their rent account. Those who are in credit can then request the refund to be debited to their bank account, and for those in rent arrears the refund will be used to offset any monies owed to the Council.

4.7. The alternative option is to establish a process, which requires tenants to apply for a refund directly. This would be an administrative burden for the service and risk tenants who are digitally or social excluded from not receiving money owed to them. Additionally, unless a cut off point for issuing refunds was agreed, the process could be on going for a number of years.

Consideration 3 – Issuing refunds to former tenants

4.8. Issuing refunds for former tenants is more difficult as the Council may no longer hold contact details and in some cases, tenants may now be deceased.

4.9. This report recommends the Council take reasonable steps to issue refunds. These are:

- Issue a refund direct to the rent accounts where former tenants still owe arrears to the Council
- Identify any leaseholders currently in occupation who were previously tenants during this time period
- Establish a process for former tenants (with no current relationship with Brent Housing Management) to apply for a refund and ensure this is publicised with a cut-off date of two years from the point of launching the application process.

4.10. The amounts due for refund for former tenants, as shown in Table 1 above, are based on all former tenants applying for a refund. It is unlikely in practice this will happen however, the service would still actively promote the application. Any tenants who are recently deceased and whose estates are still in the process of being administered would also be entitled to a refund.

4.11. The alternative is for the service to either resource or commission an external agency to track down any former tenants and proactively issue a refund. This would add to the costs incurred by the Council and therefore the pressure on the HRA through this process.

5. Next steps

5.1. The table below sets out key milestones for Cabinet to note. A project group of representatives from each department will be established to ensure this project is successfully completed within the next financial year.

Table 2: Key milestones and proposed timelines for implementation

Milestone	Proposed Timescale	Department required
Finalise refund calculations	March 2021 - June 2021	BHM and Finance
Develop agreed process for issuing refunds	March 2021 – June 2021	Performance Insight and Improvement and BHM
Members briefing	June 2021	BHM
Resident Association briefings	June 2021	BHM
Publish and provide information to tenants.	Update website with general information Individuals to receive confirmation of refund amount June 2021 – September 2021	Communications and BHM
Issue refunds to all current tenants	June 2021 – TBC	BHM and Finance
Issue refunds to all former tenants with arrears	September 2021 - ongoing	BHM and Finance

6. Financial Implications

6.1. The water charges were paid directly into each authority's Housing Revenue Account (HRA), similar to the service charges, and therefore the reimbursements will also need to be paid from the local authorities' HRA. Since the water charges are not covered by housing benefits, they are a cost pressure on revenue budgets.

6.2. For Brent, based on current knowledge and a number of assumptions, the financial exposure is estimated to fall between £5m and £7.2m, as shown in the scenario model in Table 1 above. However, these estimates may be subject to change, depending on the calculation methodology applied. To be prudent, the figures provided in this report are estimated using the calculation methodology that results in the highest cost to the Council.

6.3. In 2019/20, Brent took action, consistent with other providers of social housing, to set aside earmarked reserves of £2.7m within the HRA for the water case to cover the cost of making payments to tenants. Early analysis at the time estimated the exposure to be circa £5.5m, based on the assumption that the six-year limitation period would apply to all tenants. Due to the ongoing uncertainties regarding the extent of the liability at the time, 50% of the estimated exposure was set aside in a dedicated HRA reserve.

6.4. The magnitude of the estimated financial exposure represents a significant pressure on the HRA, as the £2.7m provision will need to be increased up to the value of the agreed option in 2020/21. The increase will be funded through a reduction in the HRA revenue contribution to capital. The HRA's Capital requirements (Major Works and New Builds) are funded via Capital Receipts (Sale of RTB homes), Borrowing and an annual allowance from the Revenue

budget. The one off reduction in this revenue contribution will have an impact on the financing of the major works in 21/22. Assuming 2% interest rates, Option A, that is estimated to cost £7.2m, would result in additional £0.1m per annum in debt financing costs. The long-term budget pressures will be incorporated into the 30 year HRA Business Plan and mitigating actions, such as re-profiling the planned major works programme or revenue savings, will be considered as part of the wider Asset Management Strategy.

7. Legal Implications

7.1. In the case of *RB Kingston-Upon-Thames v Moss [2020] EWCA Civ 1381*, the Court of Appeal dismissed the appeal by the Royal Borough of Kingston-Upon-Thames ("Kingston") from the High Court's 2019 conclusion that, when collecting water charges from its secure tenants alongside the weekly rent, it was acting as a water 're-seller' for the purposes of the Water Resale Orders 2001 and 2006 and had, as a consequence, been charging Mr Moss more than the statutory maximum set by those Orders.

7.2. The net result was, as in *Jones v Southwark LBC [2016] EWHC 457 (Ch)*, that Mr Moss was entitled to repayments against Kingston. This was notwithstanding the fact that at all times he had been charged the exact same sums that he would have been charged had TWU been charging him direct. This resulted from the maximum price formulae in the Water Resale Orders. Brent's written agreements with TWU and Affinity contain similar terms to the ones considered in the Jones (Southwark) and Moss (Kingston) cases. It is understood that Kingston has not applied to the Supreme Court to appeal against this decision of the Court of Appeal.

7.3. Arguably, the judgment only applies to Kingston, given that they were the only party to the case, and as the vast majority of the background documentation put forward in support of the case related to their historic arrangements with Thames Water Utilities (TWU) and predecessor bodies. However, from examining the paperwork provided back in 2016 (when the LGA water charges collective was founded) by those authorities who were collecting water rates for/on behalf of TWU, it appears that all of those authorities were collecting water rates on behalf of TWU on near identical terms. As such, it is likely that if the matter were to be determined by the court, all of those authorities, including Brent, would be deemed to have been acting as water resellers in the same way as RB Kingston were.

7.4. In relation to Brent's collection arrangements with Affinity Water (AW), there are many similarities between the AW agreement and the TWU agreement, and Southwark's agreement with TWU considered in the *Southwark v Jones* case. It is likely that if the Court was asked to make a determination, it would construe the AW Agreement to be similar to the TWU Agreement and rule that thethe Council was acting as a water reseller with AW.

7.5. Until the Water Resale Order 2001 came into effect, there was no right to claim for any overcharge of water by a 'water reseller'. The contract between Brent and TWU is dated 18 February 2003. This contract was varied in March 2019 with an effective date of 1 April 2017 to reflect the fact that Brent was an agent and not a water reseller. The contract between Brent and AW is dated 09 August 2005. This contract has not been varied and has been terminated at the Council's instigation, taking effect on 31 March 2021.

7.6. The council is only bound to concede it was a water ‘re-seller’ from the date of the written agreement with the water company, which agreement is indistinguishable (in legal terms) from those agreements considered in the cases of *Moss (Kingston)* and *Jones (Southwark)*. The council does not concede it was a water re-seller before the date of the respective contracts. If any tenant wanted to challenge that, they would have to prove that the characteristics of any previous contract with the water providers was similar to the agreements.

Limitation

7.7. There are effectively three routes for people to claim a repayment of water charges:

- A statutory claim in the small claims court, in which case limitation is 6 years from the date of claim. Former tenants would be limited to a statutory claim of 6 years.
- An equitable set off, in which case there is no limitation period. This would only apply to current tenants who have a continuing obligation to pay rent to the Council, and would need the tenant to inform the council that they are claiming a set off.
- A claim for restitution, in which case there is no limitation period, (section 32(1)(c) Limitation Act 1980). However, there may be a defence to any such claim on the basis of ‘change of position’.

7.8. The approaches in paragraph 3.4 above amount to the same thing; the council would be adopting a formal position that there is no legal entitlement to recover any overcharges made more than six years before. However, once tenants receive reimbursement of the six years’ overcharges there is a risk that many may question why the council, having accepted it has acted unlawfully in overcharging them for many years, is not repaying all the money. Whilst the council would be able to argue that the entitlement to an overcharge is statutory and s9 Limitation act 1980 applies to that statutory claim, the risk in adopting this approach is that the tenant may counter with legal proceedings in a claim for restitution or right to set-off. This would have two legal consequences. First the authority would have to defend these proceedings with the consequent costs and may lose. Secondly this leaves open the possibility of claims being brought against the authority some time into the future.

7.9. If the council adopts Option A as the approach set out at paragraph 3.5the only risk is that it may end up paying out more than if would need to if it adopted the other approaches. However, it would be a principled approach for an authority to take if it chose to do so. Whatever approach is taken, former tenants have entitlement to repayment as well.

Interest

7.10. In addition, interest is payable on the overpayment. The council is only liable to repay interest on excess water charges from 1 April 2006 onwards when the Water Resale Order 2006 came into force as the Water Resale Order 2001 did not provide for interest to be recoverable on overcharged sums.

7.11. Interest does not need to be applied to overpayments from 1 April in each financial year, only from the date on which the total amount charged turned into

excess. Logically, in a case where weekly payments have been made, the starting date will be the date in the year when the total aggregate payments made by the tenant exceed the maximum amount set by the Orders. Anything paid after that date will be an overcharge (or, to use the terminology of the Orders, “the excess”). The authority would want to argue that the tenant only started to be “overcharged” at the tail end of each year, which would affect the date from when interest was first payable.

7.12. The rate of interest to be applied to overpayments is the twice the average Bank of England base rate from across the period during which the overpayment is calculated. The start date for the calculation of the average is the first date on which tenants were overcharged, and the end date is the date on which the authority ceased to collect water rates as a water reseller. However, interest will still be chargeable until the date on which payments are actually made.

7.13. There is no lawful basis for recovering more than the 1.5p per day administration charge, regardless of an authority’s actual historic administrative costs in collecting charges and their current administrative costs in now arranging for repayments.

7.14. If a tenant claims in the County Court, a tenant may be entitle to recover interest at 8% per annum as per s.69 of the County Courts Act 1984.

7.15. There are no obstacles to crediting the overpayment into a tenant’s rent account or former tenant rent arrears but the amount should be clearly identifiable as such.

7.16. Any recently deceased tenants whose estates are still in the process of being administered may be entitled to make a claim. However, it is less clear whether longer deceased tenants would retain the right to make a claim. Successor tenants would only have an entitlement to claim from the date that their tenancy commenced following the succession.

8. Equality Implications

8.1. The refund of water charges affects all tenants living in Brent Council homes. The recommendation of adopting a proactive approach to refunding current tenants would mean an automatic refund to individuals rent accounts mitigating the risk of barriers that may affect individuals with protected characteristics from claiming. Any content produced by BHM will be accessible via multiple channels and officers will be briefed with FAQ’s so they are confident in explaining it to tenants should they have questions.

9. Proposed Consultation with Ward Members and Stakeholders

9.1. See table 2 above

10. Human Resources/Property Implications (if appropriate)

10.1. N/A

Report sign off:

Phil Porter
Strategic Director of Community Wellbeing

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Brent	**Cabinet** 6th April 2021
	Report from the Strategic Director of Community Wellbeing

AUTHORITY TO AWARD CONTRACT FOR COMMUNITY EQUIPMENT PROVIDER

Wards Affected:	All
Key or Non-Key Decision:	Key Decision
Open or Part/Fully Exempt: (If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)	Part Exempt – Appendices 1 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: List of Contractors (exempt) Appendix 2: Tender Evaluation Grid
Background Papers:	None
Contact Officer(s): (Name, Title, Contact Details)	Sunny Mehmi Head of Service: Urgent Care 020 8937 1323

1.0 Purpose of the Report

1.1 This report concerns the award of a call-off contract for the community equipment provider. This report requests authority to award contracts as required by Contract Standing Order 88. This report summarises the process undertaken in tendering the framework from which it is proposed to call off.

2.0 Recommendation(s)

That Cabinet:

2.1 Notes Officers involvement in the procurement of a framework for Community Equipment let by the London Borough of Barnet.

2.2 Approves the award of a call-off contract from the framework referred to in 2.1 above for Community Equipment to Milbrook Healthcare Limited for a period of 5 years from the 1st July 2021 until 30 June 2026 with optional break clauses exercisable at the ends of years 3 and 4 of the contract.

3.0 Detail

3.1 Local authorities have a statutory duty (under the Care Act 2014, Children and Families Act 2014) to make arrangements for the provision of disability aids and "community equipment", to meet the assessed eligible needs of individuals who are resident in their area.

3.2 The provision of community equipment supports residents to remain as independent as long as possible is both a statutory requirement and important in delivering key strategic system priorities for example hospital discharge and avoidance, a reduction in the use of residential care and a reduced reliance on homecare provision.

3.3. The demand for community equipment services and telecare solutions within the Borough continues to rise and over the life of the current contract, the spend for equipment to support individuals has increased by 16%. This is a reflection of demographic changes (according to 2011 census the number of people in Brent aged 65+ and 75+ increased by 8% and by 17% respectively 2001-2011) and future projections predicting increases of the number of residents aged 65 and over will increase by 15% by 2023, and by 41% by 2030.

3.4 The Council commissions this service jointly with Brent Clinical Commissioning Group (BCCG) via a Section 75 Partnership Agreement, with the Council acting as lead commissioner. The section 75 is reviewed annually. The CCG currently funds 62% of the costs and the Council meets the remaining 38%. The activity and cost confirming the funding split continues to be reviewed annually to ensure it reflects the balance of health and social care provision. The current contract between the Council and Millbrooke HealthCare Limited has been operating for 5 years and expires in June 2021.

3.5 The current model has proved successful with both prescribers and patients/residents and affords the flexibility and responsivity required to meet resident's needs in a timely fashion. We are therefore proposing a "like for like" service to maintain the level of service currently provided with opportunities within the life of the contract to investigate initiatives that are

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emerging nationally that could further build on the flexibility and current specification to become more efficient and person centred in the future.

3.6 The Community Equipment Service comprises the following main elements;

- Sourcing and supply of equipment
- Storage facility
- Cleaning
- Delivery
- Maintenance and repairs
- Collection
- Logistics for scheduling activities

3.7 There are around 600 active prescribing practitioners using the service on a regular basis across a range of professions, but primarily occupational therapists within the Hospital Trusts and the Council, and district nurses. The service operates as a spot purchase contract whereby equipment and associated services are purchased individually by prescribing practitioners for each person who is being supported following clinical assessment. Therefore, monthly demand and spending is variable.

3.8 There is currently an OT lead role hosted within the Council which oversees the prescriber engagement, provides guidance on equipment provision, undertakes scrutiny of prescribing behaviour and carries out day to day liaison with the contractor.

3.9 The timely provision of equipment contributes significantly to the priorities of the council and the NHS. This includes for example;

- Aiding short term recovery e.g. a raised toilet seat following a hip replacement
- Supporting long term conditions to be managed in the home e.g. ceiling track hoists and slings to enable care at home
- Reducing risk of deterioration e.g. appropriate seating and postural support to enable independent eating
- Facilitating hospital discharge e.g. pendant alarms and key safes

3.10 In Brent, the service is currently operated on a credit model for core stock items which is standard equipment. These are the most frequently used items whereby the commissioner is credited a fixed percentage upon the return to shelf of the equipment, with the provider retaining a smaller percentage of the equipment value. This model encourages reuse and recycling with the provider incentivised to maximise the retrieval of equipment. The new service retains this credit model approach following on from extensive research of alternative options and models.

3.11 There was a significant change in demand for the service in 2019/20 with an increase in spend, but focussed in the key areas of overall demand and complexity of need. Complex moving and handling equipment also saw the largest percentage increase, but beds and accessories saw the highest rise in

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spend, particularly during the COVID period as hospitals looked to discharge my patients home, a further indication of the rise in the complexity of needs of people accessing the service.

3.12 Brent Council is a member of the North London Community Equipment Consortium ("the Consortium") with London Borough of Barnet, working collaboratively to procure and develop community equipment services. Following discussions with Barnet, it was agreed that Barnet would procure a framework agreement that Barnet, Brent and other local authorities and public bodies could call off Community Equipment Services from. It was agreed that this would be a single supplier framework, procured in accordance with the Public Contracts Regulations 2015 (PCR 2015). It was also agreed that Brent Officers would have input into the procurement, including helping Barnet to evaluate the framework agreement. Following the establishment of the framework, Brent and Barnet would then be able to call off their own contracts for community equipment services. As the framework has now been established by Barnet, Officers at Brent wish to use the framework to call off community equipment services.

3.13 The new service will remain broadly in line with the existing provision, as research has suggested this to be the best approach. Some specific changes have been included in order to improve the efficiency and maximise the benefits to stakeholders including people accessing equipment through the service. Improvements proposed for the service includes;

- Bookable shorter delivery and collection slots.
- Improved communication for prescribing practitioners and service users
- Improved opening hours. This will increase customer and prescriber experience and offer a more flexible model for stakeholders operating over 7 days.
- Improved online portal and app to order and monitor live delivery updates
- A self-purchase portal. This will aid self-funders and people accessing the service who wish to purchase a brand new or an enhanced version of their assessed equipment need.
- Enhanced monthly data provision.

3.14. As the service is providing equipment for people to use primarily without clinical supervision, there is a clear health and safety responsibility on the prescribing practitioners and the service provider to ensure that all service users and / or any carers are given appropriate instruction in relation to the safe use and care of equipment provided. Prescribing practitioners can request that equipment is demonstrated upon delivery and all equipment issued will be accompanied by usage and care instructions. In addition, evidence of health and safety at work policies and procedures were included in the procurement exercise and will be considered as part of the standard contract monitoring practices.

3.15 The service proposals includes a new development whereby people funding their own care can access the equipment expertise available from the provider. This will provide more choice and support for people with needs

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outside of this service, but will support people in their communities to retain independence and support wellbeing. It is proposed that this function will be a stand-alone web based portal fully compliant with the public sector accessibility regulations, but with no operational involvement on a day to day basis from the council.

3.14 Telecare equipment provision and installation remain within this commissioned service initially whilst the emerging work around technology enabled living is finalised and the council's future direction is confirmed.

3.15 As significant part of the new specification was a better customer experience for residents and prescribers. As part of the new tender submission, the provider will implement a new innovative Service User Portal, which empower prescribers to bring their needs and preferences to the fore. It supports self-management of tasks including:

- Booking a 1-hour delivery slot
- Live delivery tracking
- Requesting equipment collection/maintenance
- Uploading images and requesting repair
- Viewing care/maintenance guidelines
- A new iPhone/Android app compliments the existing web-based portal, with built-in push notifications for news items, order updates

3.16 Development of a new Community Health & Engagement Officer who will form a Service and Resident User Board, who's aim with be to review performance utilising their own lived experiences. The key performance indicators will include, as well as an annual assessment of performance against the aims, outcomes and objectives.

- 80% of calls to the call centre answered within 1 minute
- 95% of orders delivered in an agreed timeslot
- 90% of users are 'very' to 'satisfied' with the services received
- 100% of maintenance are completed within 10 working days of the date set out in the Pre-Planned Maintenance schedule.

4.0 The Framework Tender Process

4.1 The procurement of the framework by Barnet was subject to the PCR 2015 provisions of equal treatment, fairness and non-discrimination. The tendering process ensured that these requirements were met. Brent Officers were involved in procurement of the framework, to include agreeing the evaluation criteria and assisting with the evaluation.

4.2 The contract opportunity was advertised in OJEU in compliance with the Public Contracts Regulations 2015 relevant at the time.

4.3 The tendering instructions stated that the framework would be awarded on the basis of the most economically advantageous offer.

4.4 The tender process involved a two-stage evaluation of capability, quality and cost as follows:

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- Stage 1: Capability Assessment via selection questionnaire to assess the suitability of Tenderers with respect to their technical knowledge, capability/capacity, organisational and financial standing as relevant to the requirements.
- Stage 2: Quality (60% of the total including 5% social value) and price (40% of the total) evaluation.

4.5 Quality was evaluated based on the bidders' submitted method statements. Each response was scored out of 5, with 0 being the lowest and 5 being the highest score. In order to pass the quality section, bidders were required to score a minimum moderated score of 1 or more out of the available 5 points for each method statement question and also achieve a minimum overall score of 30% out of the available 60% across all method statement questions. A consensus score was then awarded.

4.6 The score for the total contract price was created by dividing each compliant tender price by the lowest priced tender. This ratio was multiplied by the price weighting of 40%, to give a price score for each tenderer.

4.7 Tender submissions from providers who passed the selection questionnaire stage then had their technical questions evaluated individually by a panel of members from both Barnet and Brent. The panel members then took part in a moderation meeting to agree consensus scores.

4.8 The quality award criteria accounted for 60% of the total score as set out in the table below.

Section	Criteria	Weighting
Quality (60%)	MSQ 1: Service Delivery	12%
	MSQ 2: Staffing	6%
	MSQ 3: Engagement	6%
	MSQ 4: Partnership Working	7%
	MSQ 5a: Service Outcomes	8%
	MSQ 5b: Service Outcomes	8%
	MSQ 6: Mobilisation, Transition Risk Management and Contingency Planning	8%
	MSQ 7: Social Value	5%
Price (40%)	Price	40%
	Total:	**100%**

4.9 The quality/price percentage split for the tender was 60/40. 40% of the overall score was awarded to price. Both price and quality scores were combined to calculate a total score.

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Evaluation process

4.10 The tender evaluation was carried out by a panel of officers from Adult Social Care in both Barnet and Brent.

4.11 All tenders had to be submitted electronically no later than 5th October 2020, 5:00pm. Tenders were opened on 26th August 2020 and three valid tenders were received.

4.12 Each member of the evaluation panel read the tenders and carried out an initial evaluation of how well they considered each of the award criteria was addressed in the tender.

4.13 Shortlisting was carried out on the basis of the contractors' financial viability and technical ability, all three submitted tenders came through the shortlisting process.

4.14 Quality inspections were conducted on a pass/fail basis for all Close Technical Equivalents (CTEs) submitted as part of the scored equipment list under the categories of Occupational Therapy, Physiotherapy, and Tissue Viability equipment. Due to the national pandemic and the change in Tier levels for the UK, these inspections were carried out physically and virtually dependent upon the dates they had been booked in for, with the utmost attention paid to consistency of evaluation.

4.15 The evaluation panel met on 3rd and 7th December 2020 and each submission was marked by the whole panel against the award criteria.

4.16 The names of the tenderers are contained in Appendix 1. The scores received by the tenderers are included in Appendix 2. It will be noted that Contractor A was the highest scoring tenderer and as such Contractor A, namely Millbrook Healthcare Limited, has been appointed to the Barnet framework as the sole supplier.

4.17 Officers wish to call-off from the Barnet framework and therefore recommend the award of a call-off contract to Millbrook Healthcare Limited. The proposed call-off contract will commence on 1st July 2021.

5.0 Financial Implications

5.1 The Council's Contract Standing Orders state that contracts for supplies exceeding £2 million shall be referred to the Cabinet for approval of the award of the contract.

5.2 The estimated value of this call-off contract is £10.5m, of which £4m would be for expenditure related to Brent Council and £6.5m for expenditure related to Brent Clinical Commissioning Group.

5.3 In respect of the financial management and control, the lead Officer will ensure that the pooled budget already set up to monitor and track the costs

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and partner contributions to fund the service continues to operate effectively. The partners will maintain their own financial monitoring and control arrangements as they do now and will have the mechanism through the monthly financial report to the operations board to check and reconcile their costs against the pooled budget. A year-end reconciliation process will be in place to identify any under or overspend and arrange for the reimbursement or recharge of any balance based on contribution compared to their actual spend.

6.0 Legal Implications

6.1 The £10.5m estimated value of this call-off contract over its lifetime is in excess of the threshold for supplies under the PCR 2015 and the award of the contract is therefore governed by the PCR 2015.

6.2 The intention is to call-off a contract from the Barnet framework. The PCR 2015 allow the use of framework agreements and prescribe rules and controls for their procurement. Contracts may then be called off under such framework agreements without the need for them to be separately advertised and procured through a full procurement process. Call offs under the framework need to be carried out in accordance with the framework rules, to include utilising the terms and conditions set out in the framework. The intention is to use the standard call-off contract under the Barnet framework agreement.

7.3 The Council's Contract Standing Orders state that no formal tendering procedures apply where contracts are called off under a framework agreement established by another contracting authority, where call off under the framework agreement is approved by the relevant Chief Officer and provided that the Director of Legal, HR, Audit and Investigations has advised that participation in the framework is legally permissible. The Director of Legal, HR, Audit and Investigations confirmed that participation in the Barnet framework is legally permissible.

7.4 Based on the estimated value of the call-off contract over its lifetime, the contract will be classed as a High Value Contract under the Council's Contract Standing Orders and Financial Regulations. As such, Cabinet approval to the award of the call-off contract is required.

6.3 As the procurement of community equipment is from a framework, there is no requirement for the Council to observe a 10 day standstill period under the PCR 2015 although the award of the contract will be subject to the Council's usual call-in process.

7.0 Equality Implications

7.1 The Council must, in the exercise of its functions, have due regard to the need to:

(a) eliminate discrimination, harassment and victimisation

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(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,

pursuant to s149 Equality Act 2010. This is known as the Public Sector Equality Duty.

7.2 The Public Sector Equality Duty covers the following nine protected characteristics: age, disability, marriage and civil partnership, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

7.3 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.

7.4 The proposals in this report have been subject to screening and officers believe that there are no adverse equality implications

8.0 Consultation with Ward Members and Stakeholders

8.1 The lead member for ASC has been consulted and consultation with service users has commenced and is ongoing

9.0 Human Resources/Property Implications (if appropriate)

9.1 The provision of community equipment is currently provided by an external contractor and there are no HR implications for Council staff or Property implications arising from the re-procurement of this contract.

10.0 Public Services (Social Value) Act 2012

10.1 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. Officers have had regard to considerations contained in the Social Value Act in relation to the procurement.

10.2 The tender for the Barnet framework had 5% of the total evaluation criteria for social value considerations. The winning bidder outlined the following initiatives that will be carried through to contracts called off from the Barnet framework:

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Social Value Outcome	Commitment
Increased employment to local people	Local First recruitment policy aimed at long-term unemployed.
Increased employment to those most removed from the labour market	As a disability confident employer, the workforce to represent the local community.
	Apprenticeship and work experience schemes, establishing links to schools and College.
	Provide work placement for young people in care.
Improved skills for local people	CECOPS training for all employees.
Work placements	Work experience and careers support provided throughout.
Charitable support	Adoption of local charities by the Millbrook Foundation

Report sign off:

Phil Porter
Strategic Director of Community and Wellbeing.

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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APPENDIX 2

COMMUNITY EQUIPMENT CONTRACT

TENDER EVALUATION GRID

Overall Summary	QUALITY TOTAL		
	60.00%		
	Score	Weighted Score	Quality Rank
Contractor B	47	43.60%	3
Contractor A	57	52.60%	1
Contractor C	51	46.20%	2

Overall Summary	PRICE TOTAL		
	40.00%		
		Weighted Score	Price Rank
Contractor B		37.53%	3
Contractor A		40.00%	1
Contractor C		39.78%	2

Overall Summary	OVERALL TOTAL	
	100.00%	
	Weighted Score	Overall Rank
Contractor B	81.13%	3
Contractor A	92.60%	1
Contractor C	85.98%	2

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REPORT CONSULTATION FORM

Brent	**Cabinet** 06 April 2021
	Report from the Strategic Director of Regeneration and Environment

South Kilburn Regeneration Programme: Approval of Procurement Processes for Future Phases and Associated Matters

Wards Affected:	Kilburn
Key or Non-Key Decision:	Key Decision
Open or Part/Fully Exempt: (If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)	Part Exempt - App 4 is exempt as it contains this 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:	Four Appendix 1: Redline Boundary 1-8 Neville House, 1-64 Winterleys, 113-128 Carlton House, Carlton Hall Appendix 2: Sites from Phase 3b onwards as part of the South Kilburn Masterplan Programme Appendix 3: Cabinet South Kilburn Programme (August 20) Appendix 4: Capital Funding Criteria (exempt)
Background Papers:	
Contact Officer(s): (Name, Title, Contact Details)	Marie Frederick, Senior Project Manager E-mail: marie.frederick@brent.gov.uk Tel: 020 8937 1621 Emma Sweeney, Programme Manager E-mail: emma.sweeney@brent.gov.uk Alice Lester, Operational Director Email: alice.lester@brent.gov.uk

1 Purpose of Report

1.1 This report is seeking approval for a number of matters relating to the ongoing South Kilburn estate regeneration programme.

2 Recommendation(s)

That Cabinet

2.1 Approve the procurement of a delivery partner for the NWCC site including, 1-8 Neville House, 1-64 Winterleys, 113-128 Carlton House and Carlton Hall; through inviting tenders using a Competitive Procedure with Negotiation under the Public Contracts Regulations 2015.

2.2 Approve the procurement of delivery partners/contractors for the remaining Phases (3b-8) of the South Kilburn Programme sites.

2.3 Delegate authority to the Strategic Director of Regeneration & Environment in consultation with the Lead Member of Regeneration, Property and Planning, to select the appropriate procurement route and pre-tender considerations for those remaining sites within Phases 3b-8 and to evaluate such tenders.

2.4 Delegate to the Strategic Director of Regeneration and Environment in consultation with the Lead Member Regeneration, Property and Planning authority to award the contract for Delivery Partners to progress the comprehensive redevelopment of the remaining sites from Phase 3b-8 within the South Kilburn Programme.

2.5 Delegate to the Strategic Director of Regeneration and Environment in consultation with the Lead Member Regeneration, Property and Planning the decision on alternative development routes if procurement is unsuccessful in relation to the remaining sites from Phase 3b-8 within the South Kilburn Programme.

2.6 Approve the setting of rent levels for the affordable homes at all remaining sites within the Programme (Phases 3b-8) at the South Kilburn Social rent levels.

2.7 Approve capital funding (strategic community infrastructure levy) of £4.9m to deliver the infrastructure and public realm works within the NWCC Project.

3 Detail

NWCC Procurement

3.1 The scheme received planning permission in July 2020. Vacant possession of the NWCC buildings is expected, by the end of 2021. The Council is seeking to engage a delivery partner for the NWCC site. The estimated timescales for the delivery partner to start on site is winter 2021/early 2022.

3.2 The procurement will be undertaken by inviting tenders using Competitive Procedure with Negotiation under the Public Contracts Regulations 2015 (“PCR 2015”) on the basis of the pre-tender considerations set out in para 3.3 below commencing by placing a notice on the Find A Tender Services (FTS).

3.3 In accordance with Contract Standing Orders 88 and 89, pre-tender considerations have been set out below for the approval of the Cabinet.

Ref.	Requirement	Response
(i)	The nature of the service/ works.	To procure a delivery partner to develop the NWCC site.
(ii)	The estimated value.	As the procurement is for a delivery partner, the Council could receive a receipt for the sale of the site. Any contract will have a value in excess of £5m thus being a High Value Contract under the Council's Contract Standing Orders and requiring Cabinet approval to tender.
(iii)	The contract term.	The contract period will be approx. three years.
(iv)	The tender procedure to be adopted including whether any part of the procedure will be conducted otherwise than by electronic means and whether there will be an e-auction.	PCR 2015 compliant Competitive Procedure with Negotiation procurement route, in which parts of the procedure may be conducted by electronic means but there will not be an e-auction.
v)	The procurement timetable.	The procurement would be undertaken during 2021 Indicative milestones/timescales are: • Contract Notice placed • Expression of Interest • Selection Questionnaire (SQ) – 30 days • Evaluation of SQ responses in accordance with the Council's approved criteria – 10 days • Invitation to tender period – 6-10 weeks • Panel evaluation, moderation– 10 days • Further round of shortlisting/Negotiation meetings (if required) • Panel decision • Seek approval from Strategic Director to award contract • Standstill period – 10 calendar days
(vi)	The evaluation criteria and process.	Shortlists will be drawn up in accordance with the Contract Procurement and Management Guidelines namely the SQ and thereby meeting the Council's financial standing requirements, technical capacity and technical expertise. Officers will evaluate the tenders from the shortlisted bidders on the basis of "most economically advantageous tender criteria" (MEAT) on the basis of: 60% - price

Ref.	Requirement	Response
		30% - quality 10% - social value
(vii)	Any business risks associated with entering the contract.	The Council will ensure the Development and Sale Agreement is drafted to minimise business risks.
(viii)	The Council's Best Value duties.	The procurement process will seek to ensure best value is achieved.
(ix)	Consideration of Public Services (Social Value) Act 2012.	See Paragraph 9 below.
(x)	Any staffing implications, including TUPE and pensions.	None.
(xi)	Sustainability	The Development Agreement will have provisions to cater for sustainability methods that demonstrate how this project best supports the Councils priorities.
(xii)	The relevant financial, legal and other considerations.	See Paragraphs 4 and 5 below. This proposed procurement process would be in line with the Council Standing Orders and the Public Contract Regulations 2015.

3.4 The Cabinet is asked to give its approval to these proposals as set out in the recommendations and in accordance with Standing Order 89.

Procurement of Remaining Phases of the South Kilburn Regeneration Programme

3.5 The Council is seeking approval to engage delivery partners/contractors for the remaining phases 3b-8 of the South Kilburn Regeneration Programme. The procurement route to be followed will be under the PCR 2015 but to allow flexibility in an uncertain market, it is proposed to delegate authority to the Strategic Director of Regeneration & Environment in consultation with the Lead Member for Regeneration, Property and Planning, to select the appropriate procurement route and pre-tender considerations for those remaining sites within Phases 3b-8. In the event of unsuccessful procurement, authority would be delegated, to determine an alternative course of action to secure the developments, such as self-delivery by the Council. Delegation of this responsibility will provide the flexibility required, to successfully secure delivery of the programme without the requirement for further Cabinet approvals.

3.6 For clarity sites within Phases 3b-8 are as follows:

- Hereford House & Exeter Court
- Wordsworth & Masefield
- Granville Open Space

- Carlton & Granville
- Neville, Winterleys, Carlton House
- Dickens House
- Austen
- Blake Court
- School Sites
- Craik Court
- Crone Court & Zangwill House
- John Ratcliffe
- William Dunbar & Saville House
- This includes all public realm, open space and infrastructure projects as part of the South Kilburn Regeneration Programme.

Brent Housing

3.7 As referenced in the August 2020 South Kilburn update Cabinet report, Cabinet agreed the approach of Brent Housing being the preferred provider of social housing and this is the intended approach and option that will be put forward for the NWCC site in the future procurement.

Capital Funding

3.8 Within the NWCC project, there is a high level of affordable housing (54% by habitable room) which may have an impact on the overall viability of the scheme. Therefore, it is proposed, to make the procurement more attractive to potential developer partners, the Council will contribute to the infrastructure/public realm costs. The infrastructure and public realm costs relate to the external works, which include soft and hard landscaping, and infrastructure works including drainage, utilities and services (electricity, gas, water and telecoms). A cost plan was prepared by the Council's cost consultant, Deloittes.

3.9 This proposed contribution will in turn support the overall viability of the scheme, which will lead to the Council receiving the desired quantum of affordable housing and envisaged outcomes and wider benefits.

3.10 The Councils Capital Investment Panel, in April 2020, supported £4.9m from the capital pipeline for infrastructure and public realm projects for the external works, from Strategic Community Infrastructure Levy funding. Appendix 4 – Funding Criteria (exempt) provides further information.

South Kilburn Rents

3.11 In 2011 the then Executive (now Cabinet) agreed to adopt rent levels equivalent to the then Formula Rent levels in South Kilburn on phases 2 and 3 and subsequent phases, being the maximum rent a local authority could charge for its stock. It should be noted that Housing Associations (Registered Providers) were not bound by this cap therefore the Council's decision had the effect of controlling rent levels in South Kilburn via the Planning Permission and subsequent developer agreement. These rents are calculated by a formula. Increases in the rent levels are linked to the rate of inflation (Consumer Price

Index – CPI) and subject to the cap. The exception in South Kilburn is one bedroomed flats where a lower than target rent was set in order to limit the level of increase experienced by residents who were being rehoused, although the annual inflation rate still applies as per other sized flats. Formula Rents are variously known, as Target Rents, Social Rents and "the" Rent Cap and the terms are interchangeable.

3.12 The February 2019 'Statement on Rents for Social Housing' sets out the government's rent policy for social housing from 1st April 2020 onwards. This allows for 2019-20 rents to be increased by CPI+1.5% per year.

3.13 The formula is based on national average rents, relative county earnings, bedroom weighting and property values, so there are a number of variables which are considered.

3.14 New social rented properties in South Kilburn have a higher capital value than existing Council properties and therefore will attract a higher rent under the formula. This is because 1) inflation would be applied to a higher base Rent and 2) the Council will sometimes (and more commonly than the Registered Providers managing the new properties in South Kilburn) not apply a full inflationary increase to rents across its own housing stock. Therefore it is likely that the "cap" will come into effect and limit the level of rents that the formula would create.

3.15 In line with the Council's commitment to maintaining Social Rent levels in regeneration areas it is recommended that the Cabinet agree to set the rent levels for the affordable units at the new NWCC development, and in the remaining phases of the Programme, at rents equivalent to the Homes England Target Rent levels, on the same basis as previously developed schemes in the masterplan area.

Number of bedrooms	Rent cap
1 and bedsits	£141.43
2	£149.74
3	£158.06
4	£166.37
5	£174.69
6 or more	£183.00

12. From 2020-21, rent caps will increase by CPI (at September of the previous year) + 1.5 percentage points, each year.

4 Financial Implications

4.1 This report is seeking Cabinet approval for the procurement of delivery partners/contractors for the remaining Phases (3b-8) of the South Kilburn Programme sites and the NWCC sites, and the drawdown of £4.9m from

Strategic Community Infrastructure Levy (SCIL) funding to cover the cost of works in relation to infrastructure and public realm for the NWCC sites. Procurement will be subject to the availability of resources and financial viability.

4.2 The South Kilburn programme has been allocated a budget of £71.2m over the next 5 years which includes £23.6m for 2021-22. The budget which has been agreed by Cabinet will be approved by Council on 22 February 2021.

4.3 The Council plans to dispose of some of the sites on a long lease. There is potential capital receipts and future overage payments from the private units.

4.4 The cost of this procurement and of acquiring the remaining interests and of the scheme design will be met from the existing approved budget.

5 Legal Implications

5.1 The contracts being proposed in this report fall within the definition of 'public works contract' under the Public Contracts Regulations 2015 (PCR 2015), the estimated value of each individual contract is likely to be above the procurement threshold for works contract (currently £4,733,252), and therefore the full rules of the PCR 2015 will apply to the procurement and award of the contract. Officers would also be expected to apply the rules set out in the Council's Contract Standing Orders (CSO).

5.2 The estimated value of the individual procurement is expected to be in excess of £5M and therefore it will be classed, as a High Value Contract under CSO and accordingly the Cabinet has the authority to approve the pre-tender considerations set out in paragraph 3.3 above (Standing Order 89) and the invitation of tenders (Standing Order 88).

5.3 Officers consider that the redevelopment of the NWCC site is best achieved through the use of a development agreement with a third party. The current position of the law requires that the development partner be sourced through competitive procurement procedure, inviting tenders using the Competitive Procedure with Negotiation under the PCR 2015 as proposed under Recommendation 2.1 would meet this requirement. Once the procurement process has been undertaken under the PCR 2015, officers will report to the Cabinet in accordance with CSO, explaining the process undertaken in tendering the contract and recommending award.

5.4 For the remaining sites Phases 3b-8 of the Programme, Cabinet has the power to delegate its powers to the Strategic Director of Regeneration & Environment in consultation with the Lead Member of Regeneration, Property and Planning, to select the appropriate procurement route in light of expected changes to the procurement rules (as a result of Brexit) and the requirements of the project and market conditions (due to changes that may occur due to the pandemic). If the Chief Officer were to decide to use an existing Framework contract from another public authority, the CSO requires that the Director of Legal, HR, Audit and Investigations confirm that it is legally permissible to participate in such Framework.

5.5 Further details in relation to the structure of the deal to acquire the affordable units will be required so that further legal implications can be provided. It is understood that another report will be provided to Cabinet in due course.

5.6 The Council has powers pursuant to section 17 of the Housing Act 1985 (the Act) to purchase land for housing purposes by way of agreement. The housing purchased pursuant to the Act will sit within Housing Revenue Account and the powers and duties of the Council in relation to the affordable housing will be set out in part II of the Act.

6 Equality Implications

6.1 The public sector equality duty (section 149 of the Equality Act 2010), requires the Council, when exercising its functions, to have “due regard” to the need to eliminate discrimination, harassment and victimisation and other conduct prohibited under the Act, to advance equality of opportunity and foster good relations between those who have a “protected characteristic” and those who do not share that protected characteristic. The protected characteristics are: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation.

6.2 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.

6.3 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.

6.4 The procurement route itself does not have any impact on the Council’s obligations under the public sector equality duty.

6.5 The new affordable homes in NWCC and later developments are available to existing South Kilburn Council tenants currently living in properties due for demolition as part of the South Kilburn regeneration programme.

6.6 As with all schemes that are part of the South Kilburn regeneration programme, full consideration is and will continue to be given to residents and leaseholders with protected characteristics, particularly people with disabilities and / or other types of vulnerabilities due to older age, childcare and/or caring responsibilities, socio-economic status (single parents and large families). The Council will/has ensured that the options put forward to tenants and leaseholders provide reasonable and affordable alternatives that enable them to remain in the area and maintain their family and community ties, as per Article 1 of the First Protocol and Article 8 of the European Convention on Human Rights. The re-housing team provides help to secure tenants through the moving process, additional support and services to those who require it.

Staffing/Accommodation Implications

6.7 If procurement processes are changed to involve more than one site at, a time there may be some efficiency savings due to the reduction in the number of individual procurement processes.

6.8 If the delivery model is changed and the Council leads on the developments and retains ownership, there are considerable implications for the capacity of property and housing teams. Full financial modelling on the different options will be undertaken in order to understand the different financial implications.

7 Consultation with Ward Members and Stakeholders

7.1 There have been regular meetings with key stakeholders, including ward members and the lead member for Regeneration, Property and Planning.

8 Human Resources/Property Implications (if appropriate)

8.1 There are no specific implications for Council staff or accommodation associated with the proposals contained within this report.

9 Public Services (Social Value) Act 2012

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 proposed procurements.

9.2 The contracts being procured aim to improve the economic, social and environmental well-being of residents of South Kilburn through the comprehensive redevelopment of the NWCC site for new homes and an improved environment.

9.3 Where possible the contracts will require the Delivery Partner/Contractor to:

- provide opportunities for local people or prioritise local people for employment opportunities that may arise during this contract (e.g. apprenticeships, work placements for disabled people or BAME groups);
- pay the London Living Wage as part of the Council's commitment to reduce socioeconomic disadvantage.

Social Value will form a scored element of the procurement, including identifying how the Delivery Partner will target engagement of disabled people, young people, older residents and BAME groups on the development of an inclusive and accessible design; easy materials; translation and interpreting services, etc.

Report sign off:

ALAN LUNT
Strategic Director of Regeneration and Environment

GENERAL NOTES:
This drawing is © 2018 PTE architects.
Use figured dimensions only. **DO NOT SCALE**.

All dimensions are in millimetres unless noted otherwise.

This drawing must be read in conjunction with all other relevant drawings and specifications from the Architect and other consultants.

If in doubt, ask.

SETTING OUT NOTES:
All setting out to be confirmed on site prior to construction - any discrepancy must be immediately reported to the Architect.

All setting out to face of structure or to grid. All partitions set out to studwork or structure.

For setting out and specification of M&E services refer to M&E Consultants documents.

For setting out and specification of structure refer to Structural Engineer's documents.

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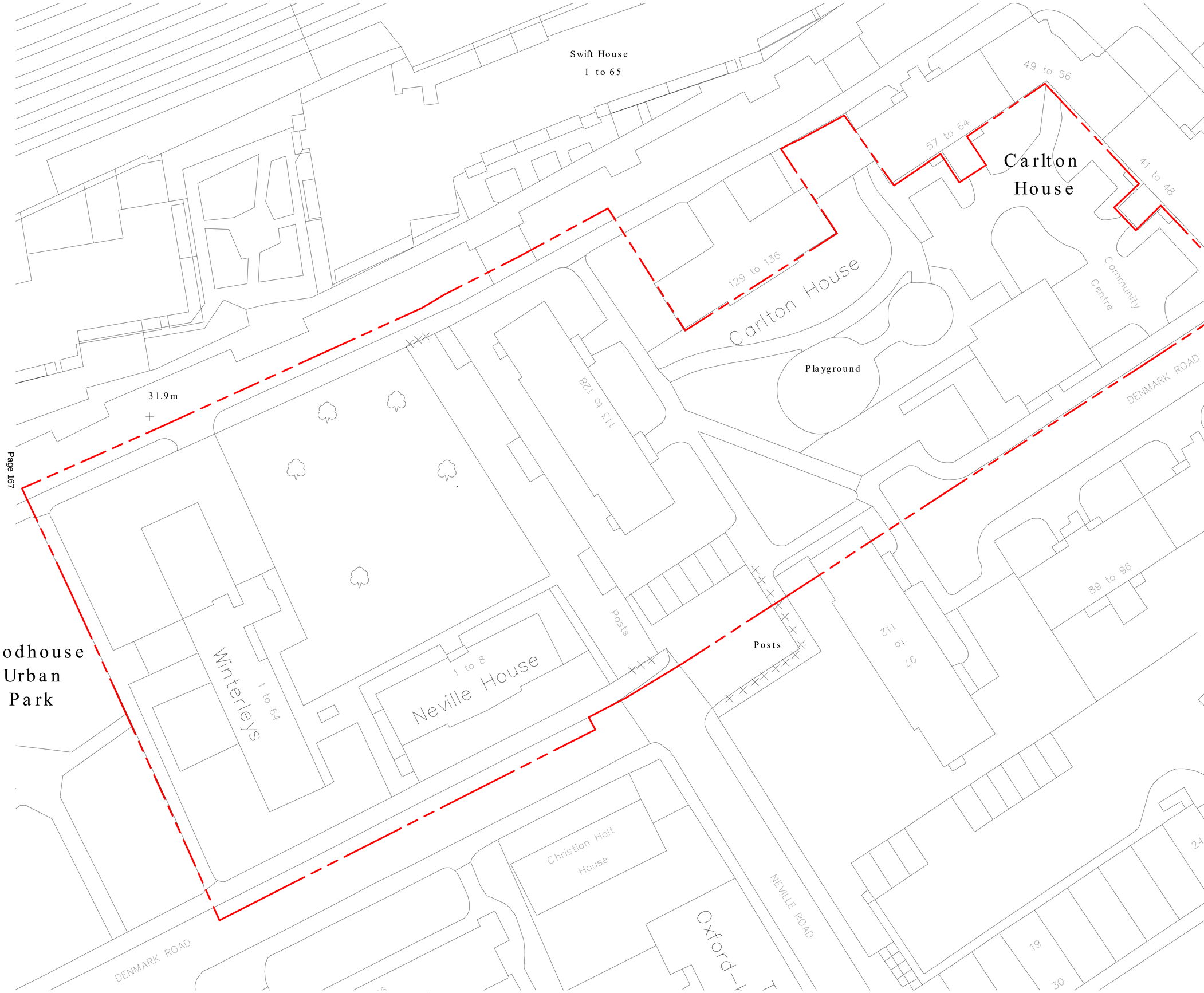
KEY:

NWCC Planning Application Site Boundary



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Carlton House

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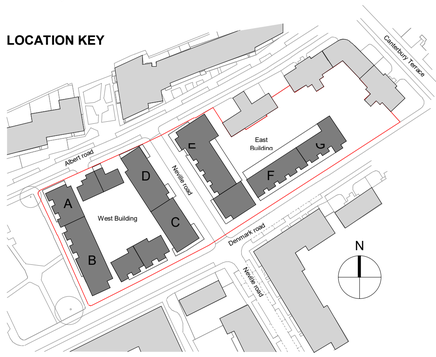

rev	date	description	drawn	audited
A	04.12.19	Planning addendum	AC	PZ

drawing status

PLANNING

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project	job number	drawn	scale	date created
NWCC	17-085	AVA	1 : 250@A1	DEC'18

drawing title	drawing number	revision
Existing Site Plan	NWC-PTE-00-XX-DR-A-10700	A

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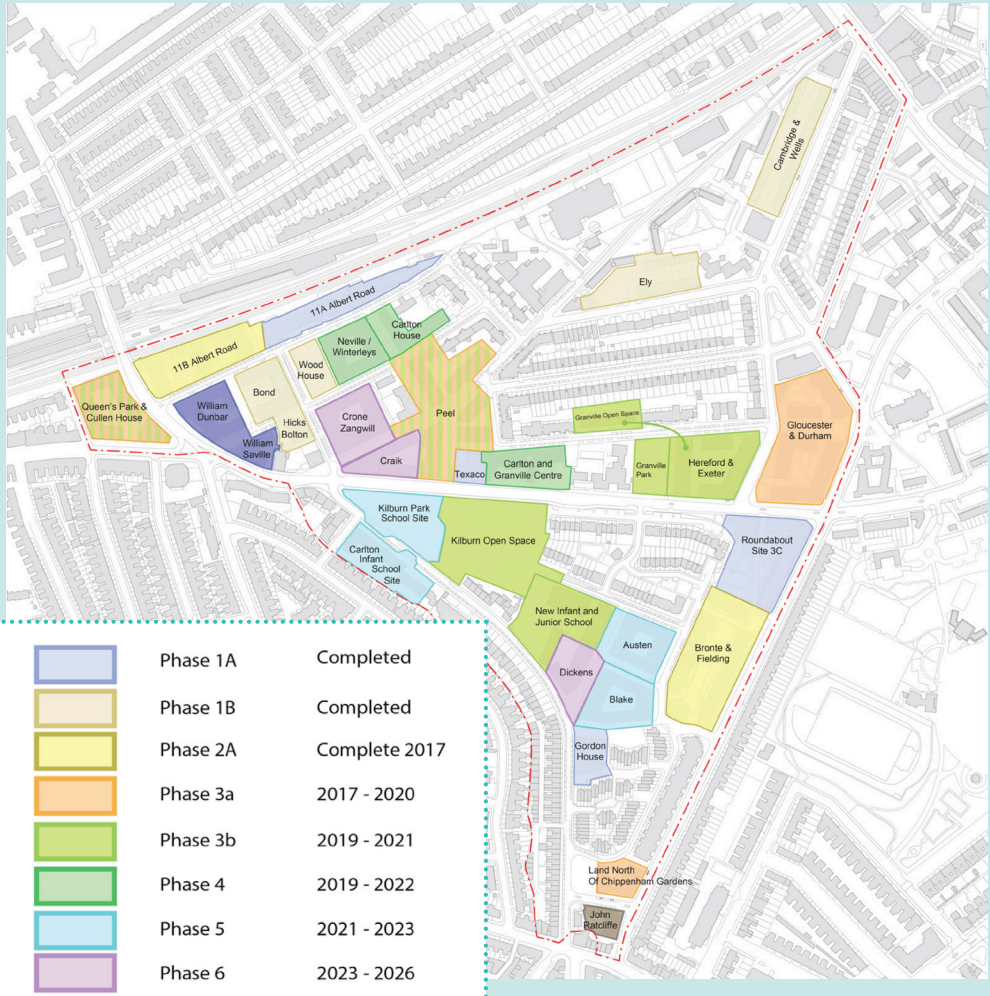
Regeneration phasing - detail

Updated phasing plan



	Phase 1A	Completed
	Phase 1B	Completed
	Phase 2A	Complete 2017
	Phase 3a	2017 - 2020
	Phase 3b	2019 - 2021
	Phase 4	2019 - 2022
	Phase 5	2021 - 2023
	Phase 6	2023 - 2026
	Phase 7	2025 - 2027
	Phase 8	2026 - 2029

To see this information in more detail, please visit the website.

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Brent	**Cabinet** 17 August 2020
	Report from the Strategic Director of Regeneration and Environment

South Kilburn Regeneration Programme

Wards Affected:	Kilburn
Key or Non-Key Decision:	Non-Key
Open or Part/Fully Exempt:	Open
Appendices:	**Appendix 1:** Progression Photos
Background Papers:	None.
Contact Officer(s):	Emma Sweeney Programme Manager Estates Regeneration emma.sweeney@brent.gov.uk Tel: 020 8937 1650

1.0 Summary

1.1. This report updates Cabinet of the progress of the South Kilburn Regeneration Programme. It specifically summarises the last 2 years and sets out a high-level summary of current projects and expected progress for the coming year.

It also proposes the serving of Initial Demolition notices on the secure tenants living in William Dunbar House and William Saville House to suspend their Right to Buy. These are the only remaining blocks identified for demolition without Initial Demolition notices and there are a series of legal processes required to do this.

1.2. It sets out the delivery options for the remainder of the programme and how this can be implemented for the next phase.

2.0 Recommendations

Cabinet are asked to agree for recommendations as below:

2.1 Note the progress made to date in delivering the South Kilburn Regeneration Programme.

2.2 Authorise the Strategic Director of Regeneration & Environment to serve the Initial Demolition notices to suspend the secure tenants Right to Buy in relation to premises contained within William Dunbar and William Saville and to serve the Final Demolition notice on the Council's secure tenants once the date for demolition is known, as per previous phases. This will be conducted in

consultation with residents and further details on this process can be found in section 3.8.

2.3 Authorise the Strategic Director of Regeneration & Environment to apply to the Secretary of State for authorisation to extend the period of suspension if the initial notices referred to in paragraph 2.2 expire.

2.4 Note the following schemes collectively referred to as the Sites are scheduled to be brought forward, and the recommendations in 2.5, 2.6, 2.7 and 2.8 are in relation to these:

- Neville, Winterleys, Carlton House & Carlton Hall
- Carlton & Granville
- Hereford & Exeter
- Craik, Crone, Zangwill,
- Austen & Blake
- Masefield, Wordsworth & Dickens

2.5 Delegate to the Strategic Director of Regeneration & Environment, in consultation with the Cabinet Member for Regeneration, Property & Planning, authority to award consultants, development or construction contracts in respect of the Sites listed above using the procurement approach set out within section 3 of this report for the reasons detailed in paragraph 3.9.
Note the preference for these contracts is to tender via a framework.

2.6 Delegate authority to the Strategic Director of Regeneration & Environment, in consultation with the Cabinet Member for Regeneration, Property & Planning to appropriate the Sites for planning purposes pursuant to section 122 of the Local Government Act 1972 and to override third party rights and interests in the Sites pursuant to section 203 of the Housing and Planning Act 2016.

2.7 Delegate authority to the Strategic Director of Regeneration & Environment in consultation with the Cabinet Member for Regeneration, Property & Planning to undertake consultation with members of the public who may be affected by the appropriation undertaken in accordance with 2.6 above.

2.8 Delegate authority to the Strategic Director of Regeneration & Environment to seek permission from the Secretary of State to serve Ground 10a notices and to appropriate the Sites for Planning Purposes pursuant to section 19 of the Housing Act 1985 so that the Sites no longer remain in the Housing Revenue Account.

2.9 To agree that future developments within the programme deliver social housing that will be managed by Brent Council in the first instance, and that delivery routes as set out in section 3.9 of this report are assessed on a scheme by scheme basis.

3.0 Detail

Given the passage of time since the previous Cabinet update report in March 2016 and the successful ballot outcome in October 2019, it is timely to provide Members with an overall update on the South Kilburn Regeneration Programme. It is also opportune to seek authority in regards to demolition notices and the appropriation of the sites for planning purposes.

3.1 **Residents Ballot**

3.1.1 As required by the GLA, the Council has completed a residents ballot asking each eligible resident if they support the continuation of the South Kilburn regeneration. The ballot was open 20th September 2019 to 14th October 2019.

3.1.2 A comprehensive communications and engagement plan was developed to map an intensive programme of activities in the lead up to, during and after the ballot. In addition to using the ballot process to demonstrate resident support, additional objectives included further developing the community involvement in the regeneration scheme and raising the profile of Brent as an innovative council leading the way in resident-led redevelopment. Resident engagement was the priority throughout the ballot process and over 200 officer hours door knocking on the estate by officers and Councillors resulted in this engagement:

- a quarter of all eligible residents attended at least one information event or drop in session
- 1,946 additional visits to brent.gov.uk/southkilburn (178% increase in traffic)
- 278 hours of video views on Facebook
- 458 Facebook reactions, shares and comments

3.1.3 Of the 936 eligible residents 845 were spoken to either at the doorstep, on the phone or visited one of the drop in events. 676 residents voted, 84% voted in favour.

3.1.4 Brent's approach is seen as an exemplar of good practice. A number of other local authorities have been in contact with officers and members seeking guidance on how to run an effective ballot.

3.2 **Housing Allocation Policy**

3.2.1 Following an extensive consultation with tenants in July 2018, the Council agreed some changes to the housing allocations policy that impacted on the South Kilburn Regeneration Programme. In particular the amended Local Lettings Policy "to give priority to accepted homeless households living in Temporary Accommodation on an estate that is being regenerated, for an allocation of social housing that becomes available on the same estate".

3.2.2 This amendment gave households in Temporary Accommodation on the estate a right to an offer of secure social housing on the estate, this now means residents in temporary accommodation have the same guarantee of housing as existing secure tenants on the estate as detailed in the Landlord Offer. This change has increased the number of social homes required within the South Kilburn Regeneration Programme by 226.

3.2.3 There were additional changes to the policy which affect South Kilburn, specifically the Council's Housing Offer for Displaced Tenants and Leaseholders in Regeneration Schemes. These changes will not have additional cost implications to the South Kilburn Regeneration Programme.

3.3 **South Kilburn Tenants**

Currently, there are approximately 600 further secure tenant households to be moved plus 200 households in temporary accommodation. This figure includes a number of households where we envisage that there will be a "split" whereby the household occupants are offered two or more (in a few cases) tenancies due to the tenants needs following needs assessment.

3.4 **High-level review of recent completed schemes and details of current projects**

3.4.1 A number of recent projects have been delivered. A summary of recent achievements is listed below. To date 1073 new homes have been delivered with 60% (639) new homes having been made available for existing secure tenants of South Kilburn.

3.4.2 Projects completed in recent years:

- **Kilburn Quarter (Network Homes):** 229 new homes, 103 were affordable (social rent) and 5 shared equity (for South Kilburn leaseholders), the remainder were private sales;

- **Queens Park Place (Bouygues & L&Q)** 144 new homes; 28 were affordable (social rent) plus the Marks & Spencer Food Store;

- **Wood House Urban Park** – award winning and much used new park

- **Phase 1 of the Granville Enterprise Hub and Community Space** which opened in 2018 and provides workspace for South Kilburn entrepreneurs, start-up businesses and makers/artists as well as providing new accessible community space for the local residents and organisations at significantly reduced hire rates.

3.4.3 The Council, with our developer and Housing Association partners have secured recognition in the industry through a number of nominations and awards. These awards help to raise the profile of the Council, and the South Kilburn Regeneration Programme. This in turn secures a high level of interest from developers and consultants and peers within the wider regeneration arena, including the GLA. The most notable awards achieved in recent times include:

- The New London Architecture (NLA) Public Housing: a London renaissance, a research report investigating the future of public housing delivery in the capital. Exemplar projects where showcased in a special publication, distributed to key policy makers, the NLA network, visiting delegations and Londoners. Projects featured (NWCC, Ely Court, Gloucester and Durham, Bronte and Fielding) - 2019

- Kilburn Quarter - RESI awards 2018 – joint winner for Development of the Year

- Woodhouse Urban Park - New London Architecture Award Built Winner (Public Space 2017), RICS, Highly Commended 2017, BALI Regional,

National, Principal Award 2016 (Regeneration), BALI Regional, National 2016 (Community Schools and Development)

- The Peel Development Site won the Place West London Awards 2017 Future Project award
- Ely Court - one of five finalist in the EU Mies Award 2017
- Queens Park/Cullen House 2016 New London Awards (Mixed Use) – unbuilt
- Ely Court – RIBA Regional and National Awards 2016 and Housing Design Awards 2016
- Cambridge and Wells Court – Housing Design Awards 2016
- Carlton & Granville New London Architecture Award Winner Mixed Use Unbuilt 2019 and New London Architecture Award Winner Community Prize 2019

3.4.4 Neighbourhood CIL (NCIL). The team have worked with the community to implement two successful NCIL projects; an art project led by a local artist, and a youth film project. These projects have involved young people in the arts field, and in the regeneration of the area in which they live. NCIL grants have also contributed to the new community space at the Carlton and Granville, applied for by the South Kilburn Trust.

3.4.5 Housing Infrastructure Fund (HIF) - This is a government capital grant programme to help unlock new homes in areas with the greatest housing demand. The Council received an allocation of c£10m towards (i) a new estate road to re-connect cul-de-sacs to encourage vehicle connection through the estate, and to give a greater emphasis to pedestrians and encouraging cyclists; (ii) towards the acquisition costs of buying out the storage business Blue Box to secure vacant possession of Hereford and Exeter and (iii) towards the implementation of the Queens Park Cullen scheme.

3.4.6 HS2 – works will begin at some point on the proposed ventilation shaft at Canterbury Works, Kilburn. Discussions are ongoing with HS2 about timescales and adjustments to the road network to facilitate construction traffic and minimising impact on our own redevelopment sites.

3.5 **Live schemes**

Current live schemes and their status as at 1st quarter 2020/21 is below.

3.5.1 **Gloucester & Durham** – The Council has purchased this property of 235 units from Telford Homes PLC, meaning that all of the new homes will be for social rent and will be managed by the Council as part of its own housing stock. The scheme will also provide a basement car park, relocation and improvement of the public open space and play area, and a District Energy Centre. Progress on the site is well underway, with practical completion expected in 2 phases in 2020 and 2021. Involvement of Housing Officers has begun to ensure the Council are prepared to manage this asset.

3.5.2 **Peel** – Countryside and the Housing Association, Home Group, are the development partners for this site. The Peel development, at the heart of the South Kilburn estate, will deliver 308 homes. There are 85 proposed as shared ownership, 42 social rent homes, a Health & Wellbeing Hub featuring a health centre and gym, community/enterprise space, shops and a new market square. The development has a strong social value offer. The first phase of work has started on site with further phases planned to commence in 2020. The second phases received planning approval in May 2020. Engagement with the NHS Clinical Commissioning Group to resolve the future of the medical centre is ongoing; officers hope to conclude this with a legal agreement between the parties in the coming months. Cabinet agreement for capital funding to help implement the medical centre was secured in April 2020.

3.5.3 **Queens Park/Cullen House** - The redevelopment of the 3 sites (Falcon Public House, Keniston Press, Premier House and car park), south of Queens Park station was granted planning consent in 2012. It will see 137 new homes delivered, consisting of 98 private and 39 social rent for South Kilburn residents, new offices for TfL (who will move from their existing building), retail/commercial space.

The Council entered into a Limited Liability Partnership with LondonNewcastle to progress with the scheme. However, in October 2019 Cabinet agreed to terminate the agreement and exercise the option to purchase the Falcon pub.

Discussions about the future of the site are continuing.

3.5.4 **Chippenham Gardens** – Higgins PLC, are the development partner working with Octavia Housing Association for this scheme to provide 52 new homes, of which 22 will be social rent for existing South Kilburn tenants. There will also be highway improvements and an improved public square (adopted highway land). Early works on site have commenced.

3.6 **Upcoming Schemes.**

3.6.1 **Hereford & Exeter** – the redevelopment of this site will be submitted to planning in Autumn 2020. KCA are the appointed design team. The aim is to provide 230 new homes, a 1500m2 public park and potentially a retail unit (subject to planning approval). The proportion of social rented homes is targeted at 50%.

The next stage for this project is to procure a delivery partner/contractor via a framework.

3.6.2 **Neville, Winterleys and Carlton House and Carlton (NWCC) –** The redevelopment of the site aims to deliver, 219 new homes of which 112 are for social rent for existing tenants. The scheme will also deliver highway improvements and an enhanced public realm. The scheme received planning permission in February 2020.

The project is currently out for procurement for a development partner via a framework and a contract aims to be awarded by winter 2020.

3.6.3 **Carlton & Granville phase 2** - Phase 1 of this project is finished and the premises is now a successful community and enterprise hub. Phase 2, following the appointment of Adam Khan Architects and considerable public

engagement on the design, including a key stakeholders group, has secured planning approval. The proposal is for 18 new Council homes and new community and enterprise space for the South Kilburn Trust, Granville Plus Nursery School, a Children's Centre as well as large community event space and gardens.

The next stage for this project is to procure a contractor via a framework. The aim is to start on site in June 2021.

3.7 **Phasing**

Over time the phasing of South Kilburn has evolved. This has been led by tenants' needs and decant suitability to new schemes. The inclusion of the households in temporary accommodation has also meant that some blocks that had already been decanted now have to be decanted again. Residents in the remaining blocks should expect to move in the below order:

- Neville, Winterleys & Carlton House
- Hereford & Exeter
- Masefield & Wordsworth
- Craik
- Crone & Zangwill
- Austen & Blake
- Dickens
- John Ratcliffe
- William Dunbar/Saville

The dates are subject to change as the programme continues to progress, residents may also be offered a move outside of the published timescales. The council is exploring ways to speed up delivery but the current anticipated completion of the South Kilburn Regeneration Programme is 2028-2030.

3.8 **Demolition Notices and Suspension of Right to Buy**

3.8.1 When required, the Executive/Cabinet has authorised the serving of Initial Demolition notices. The effect of service of these notices is that the secure tenant's Right to Buy is suspended. This is seen as an acceptable approach in regards to estate wide regeneration programmes and is used extensively by local authorities as it provides certainty as to the number of freehold or leasehold interests to be acquired which then informs the financial modelling.

3.8.2 It is good practice and expected that where a leaseholder wishes to sell their property, the Local Authority will negotiate in good faith and acquire that property at market value. Brent has acquired many properties in South Kilburn in this way with a very small number being acquired by reliance on CPO powers.

3.8.3 For William Dunbar House and William Saville House it is necessary to serve the Initial Demolition Notice to suspend Right to Buy as these blocks are now included in the Regeneration area following consultation on the refreshed design masterplan and a block vote undertaken in 2016 which voted in favour of inclusion.

3.9 **Progressing the South Kilburn Masterplan**

Procurement

3.9.1 In the interest of expediting our delivery of housing and the remainder of the South Kilburn masterplan where possible, contracts are procured using a framework. The delegation to authorise the award of consultants, development or construction contracts as set out in recommendation 2.5 will ensure the regeneration team are able to mitigate any need for additional time to seek approvals to cabinet on a scheme by scheme basis.

3.9.2 The next schemes to be progressed to construction are:

- Neville, Winterleys, Carlton House & Carlton Hall
- Carlton & Granville
- Hereford & Exeter

3.9.3 The next schemes to be progressed to design are:

- Craik, Crone, Zangwill,
- Austen & Blake
- Masefield, Wordsworth & Dickens

Delivery

3.9.4 In reviewing future phases of the South Kilburn Regeneration Programme and the aspiration to enhance delivery timescales and outputs, there are a number of considerations made on a site by site basis. These have distilled into two delivery options.

3.9.5 Option 1 – Developer Partner

This has been the primary delivery route in South Kilburn for a number of schemes. The key factors of this route are set out below:

- Minimal construction risk
- Social Rented units owned and managed by a Housing Association
- Capital receipts in the form of land value and overage received by the Council.
- Often a shared ownership product can be included in this delivery option
- The developer takes significant profit from the private sale homes
- Inclusion of place making and commercial/other uses.

3.9.6 Option 2 – Direct Contractor Appointment

This option has been used in the housing delivery programme across the borough and whilst requires ongoing management from officers, it can reap greater rewards and offer the council more flexibility. The key factors of this route are set out below:

- Full construction risk – including unknown ground conditions and appropriation
- Social rented homes retained and managed by Brent Council

- Capital cost to the council (circa £100m per 250-unit scheme)
- Continued rental income stream to the council
- Continue to own the asset
- Greater flexibility with housing tenure and future safeguarding of council assets
- May be more difficult to fund elements that do not produce an income stream in the future
- No land receipt or overage payments

3.9.7 It is proposed that for each future scheme these options are considered and where deliverables are vastly improved from option 1 that option 2 is developed. This option would require considerable capital funding and a separate paper would be brought to cabinet to seek this approval.

Brent Housing

3.9.8 Officers have been exploring the option of Brent retaining social housing in future developments rather than the current contractual arrangement, which encourage Housing Associations to partner with developers and manage the social housing elements.

3.9.9 This would allow Brent to access the housing grant from the GLA and retain housing stock with the potential to increase by the end of the South Kilburn programme. It would also require ongoing input from the Housing Department to ensure that the homes are in line with New Council Housing across the borough.

3.9.10 It is recommended that Cabinet consider these adjustments to the housing management in South Kilburn and that Brent Housing are the confirmed as the preferred provider of social housing.

4.0 Property comments

If the current model of delivery continues there are no new implications for Council property, other than the Council will continue to acquire property required to deliver each of the sites within the regeneration programme.
However if the delivery model is changed to involve the Council leading the redevelopments or retaining ownership of the affordable homes, there are considerable resource implications for Property and Housing. In this instance, full financial modelling on the different options will be completed to understand the different financial implications.

5.0 Financial Implications

5.1 The financial strategy for the South Kilburn Regeneration Programme works by creating partnerships with developers and Housing Associations to finance the construction of social and affordable homes, the development of new facilities, commercial spaces and the improvement of public realm while also delivering capital receipts from on-going disposals to support the wider capital programme.

5.2 The capital receipts are reinvested back into the programme, which in turn pays for the rolling regeneration programme that delivers new affordable homes. Since its inception, the South Kilburn Regeneration Programme has generated

approximately £70m in capital receipts towards these aims. The schemes that use this delivery model are cost neutral.

Alternative delivery methods:

5.3 There are schemes that have used alternative delivery methods, for example, for Carlton and Granville, Cabinet approved a budget to deliver the scheme via a contractor route. The Gloucester and Durham scheme has involved repurchasing units from the developer that will be retained as housing stock.

5.4 The alternative methods require the Council to fund the construction costs without receiving a capital receipt. There will be additional revenue costs associated with maintaining the housing stock which will also need to be funded. In this option, full financial modelling will include the financial implications including that on resource.

5.5 There are no direct financial impact from this report.

6.0 Legal Implications

6.1 Section 105 of the Housing Act 1985 places a statutory duty upon the Council to enable consultation to take place with its secure tenants on matters of housing management. These arrangements must enable the secure tenants likely to be affected to be informed of the Council's proposals and to make their views known to the Council within a specified period.

6.2 Matters of housing management includes those, which in the opinion of the Council relate to the management, maintenance, improvement or demolition of dwelling-houses let under secure tenancies or the provision of services or amenities in that are likely to affect its secure tenants. Accordingly prior to making the decision to serve the notices and further notices there must have been consultation with the residents.

6.3 An Initial notice under Schedule 5A of the Housing Act 1985 is a notice served on a secure tenant stating that the Landlord intends to demolish the premises.

6.4 Whilst the initial notice remains in force the Council will not be obliged to convey the leasehold interest to the secure tenant. It is important to note that the initial notice does not prevent a claim being made to exercise the Right to Buy. The initial notice served must state that there is a right to compensation.

6.5 The period of suspension must not allow the Council more than what is in the circumstances a reasonable period to carry out the proposed demolition but in any case must expire no more than seven years after the date of service of the notice on the tenant.

6.6 There is a statutory restriction on service of a further demolition notice in that no further demolition notice may be served during the period of 5 years following the time when the notice comes in to force unless the further notice is served with the consent of the Secretary of State.

6.7 Accordingly the Secretary of State when consenting to an extension may impose further conditions

6.8 A final demolition under Schedule 5 of the Housing Act 1985 is a notice stating that the Council intends to demolish the premises and must state a date upon which the notice will cease to be in force.

6.9 The final demolition notice states that section 138(c) confers a right to compensation for the secure tenant.

6.10 The proposed demolition date must fall within 24 months beginning with the date of service of a notice on the Tenant and a period of advertising in the local press and the Council's website must have taken place

6.11 Pursuant to section 122 of the Local Government Act 1972, the Local Authority may appropriate the Sites for planning purposes.

6.12 The Council will need to apply to the Secretary of State for Housing, Communities and Local Government to appropriate the Sites for planning purposes pursuant to section 19 of the Housing Act 1985.

6.13 The Council has powers pursuant to section 203 of the Housing and Planning Act 2016 to override third party rights over/on the Sites. The rights of third parties would be converted into a right to claim compensation for any diminution in property value arising from such interference with the right; however where possible any claims should be settled by agreement, and private treaty (rather than through the use of section 203).

6.14 Prior to the decision to appropriate the Sites and exercise its powers, the Council must consult with those whose property rights may be affected to make it clear to those persons how they might be affected by the Council's redevelopment proposals.

6.15 Prior to appropriating the Sites for planning purposes and thereafter considering whether or not the Council-owned land within the Sites should be appropriated for planning purposes (and potentially disposed of subsequently in connection with such planning purposes) engaging the powers conferred by section 203 of the Housing and Planning Act 2016, the Strategic Director of Regeneration and Environment, in consultation with the Lead Members for Regeneration, Property and Planning and also for Schools, Employment and Skills (where education provision is on site). will need to consider:

- whether the land which is to be appropriated is already owned by the Council (this is a prerequisite to appropriation);

- whether the land which is to be appropriated is no longer required by the Council for the purpose for which it is currently held (again, this is a prerequisite to appropriation);

- whether the purpose for which the Council would be appropriating the land is a purpose authorised by statute (in the case of land to be appropriated for planning purposes, the relevant purposes would be authorised by sections 226 and 227 of the Town and Country Planning Act 1990); and therefore facilitate the development, re-development or improvement of the Sites which is likely to contribute to the economic,

social or environmental well-being of the area, or which is required in the interests of the proper planning of the area in which the land is situated.

- whether the proposed redevelopment of the Sites would be in the public interest;

- whether the public interest benefits which would arise from the redevelopment of the Sites would be sufficient to justify interference with any private rights, such that the interference was proportionate;

- whether the Council could (in the alternative) acquire the land compulsorily for the purposes of the redevelopment;

- any related financial liabilities of the Council should be indemnified by the developer. Whether or not prior consultation had taken place.

6.16 The proposed procurement approach for various Sites is set out in Section 3. This will involve the Council entering into a number of contracts and development agreements that are classified as High Value Contracts under the Council's Contract Standing Orders and Financial Regulations. For such contracts, CSO 88 and 89 require Cabinet approval to invite tenders and award contracts and agreements. For the reasons set out in paragraph 3.9 Cabinet approval is sought to delegate the procurement and award of such contracts to the Strategic Director of Regeneration & Environment, in consultation with the Cabinet Member for Regeneration, Property & Planning.

7.0 Diversity Implications

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

7.2 Having due regard involves the need to enquire into whether and how a proposed decision disproportionately affects people with a protected characteristic and the need to consider taking steps to meet the needs of persons who share a protected characteristic that are different from the needs of persons who do not share it. This includes removing or minimising disadvantages suffered by persons who share a protected characteristic that are connected to that characteristic.

7.3 There is no prescribed manner in which the Council must exercise its public sector equality duty but having an adequate evidence base for its decision is necessary.

7.4 The Council seeks to proactively engage with all local residents living in the South Kilburn growth area. There has been and will continue to be widespread consultation and community engagement as proposals are developed and

delivered. An Equality Analysis will be updated to reflect the proposed changes to the South Kilburn Regeneration Programme.

7.5 The Council will ensure it takes action as necessary to mitigate any unintended adverse equality impacts brought to light through the ongoing analysis as the South Kilburn Regeneration Programme progresses, or as circumstances change.

8.0 Staffing/Accommodation Implications

8.1 If procurement processes are changed to involve more than one site at a time there may be some efficiency savings by not having to do so many individual procurements.

If the delivery model is changed and the Council leads on the developments and retains ownership, there are considerable implications for the capacity of property and housing teams. Full financial modelling on the different options will be done to understand the different financial implications.

9.0 Public Services (Social Value) Act 2012

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. Officers have regard to the Social Value Act in planning proposed procurements not only for contracts for services but also in relation to construction contracts and development agreements.

10.0 Consultation with Ward Members and Stakeholders

10.1 There have been regular meetings with key stakeholders. This series of meetings has included existing users of the buildings as well as Kilburn ward members and the lead member for Regeneration, Property and Planning.

Related documents:

- 13 August 2018 Cabinet Report: Approval to enter into grant agreements for two Housing Infrastructure Fund bids relating to South Kilburn and Northwick Park Regeneration Programmes

- 17 June 2019 Cabinet Report: Amendments to the Housing Allocation Scheme

Report sign off:

Alan Lunt
Strategic Director of Regeneration & Environment

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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Brent	**Cabinet** 6th April 2021
	Report from Strategic Director, Regeneration & Environment

Roe Green Infant School Kitchen & Improvement Works – Approval of Capital Funding

Wards Affected:	Queensbury
Key or Non-Key Decision:	Key
Open or Part/Fully Exempt: (If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)	Open
No. of Appendices:	None
Background Papers:	None
Contact Officer(s): (Name, Title, Contact Details)	Fareeda Ali Capital Programme Officer Property & Assets Tel: 020 8937 6416 Email: Fareeda.ali@brent.gov.uk Neil Martin Interim Capital Programme Manager Property & Assets Tel: 020 8937 4203 Email: neil.martin@brent.gov.uk

1.0 Purpose of the Report

1.1 The report concerns an extension to kitchen facilities at Roe Green Infant School. This report requests approval to assign capital funding to deliver a kitchen extension project at Roe Green Infant School.

2.0 Recommendation(s)

Cabinet is requested to:

2.1 Approve £538,280.36 from the Council's Basic Need Allocation to deliver the kitchen and £189,300.64 s106 funding, as per paragraphs 4.5 and 4.6.

3.0 Background

3.1 Section 106, part 5 of the Children and Families Act 2014 requires school to provide free school meals for all pupils in Reception, Year 1 and Year 2. It came into effect from September 2014 and applies to maintained schools, academies, free schools and pupil referral units.

3.2 Roe Green Infant School has four forms of entry, with classes of 30 children in each reception, year 1 and year 2 class, totalling 360 children across the infant school alone. At present, infant school meals are prepared at the Roe Green Strathcona School and then transported over to Roe Green Infant School.

3.3 The current provision at Roe Green Infant School includes a kitchen servery, which is 25.2m² in size and below the minimum recommended area according to Building Bulletin 103 (BB103), which sets out the area guidelines for mainstream schools.

3.4 The proposed costs for this project are in fact delayed costs. Had the catering provision at Roe Green Strathcona not been in place, it would have been necessary to make provision for kitchen catering facilities at Roe Green Infant School much earlier to ensure universal infant fee school meals could be provided. Given the planned closure of the Roe Green Strathcona School, it will now be necessary to make such alternative arrangements for the provision of infant free school meals.

3.5 Officers from the Council appointed technical consultants to produce a feasibility study at RIBA Stage 1 to determine feasible options of providing catering facilities at Roe Green Infant school. The feasibility study consisted of:

1. A survey of the site to understand the working arrangements between the school and opportunities for locating the new kitchen

2. Undertaking a BB103 analysis to establish the area requirements and align with the proposed capacity need of the kitchen

3. Producing design options for a new kitchen facility

4. Production of a cost estimate. This will be used by contractors to review whether the project can be delivered for this cost envelope before contracts are awarded

5. Producing a project programme

3.6 Officers of the Council, the technical consultants and the School's Senior Leadership Team worked to define the facilities required. Based on this the project will provide the school with:

1. An extension of servery – this will include provision of an extended kitchen with the required catering equipment

2. Building Fabric Condition Improvement Works – these include repairs, refurbishment and decoration to parts of the building showing signs of wear

and tear, and investigation into ongoing roof leak issue, which may have an impact on the proposed kitchen extension

3. Mechanical and Electrical Condition Improvement Works – these include further analysis of mechanical and electrical condition, fire and security alarm extension, recommissioning of the heating system and reinstating hot and cold water systems in order to facilitate the kitchen extension

3.7 The objective is to provide commercial kitchen facilities at Roe Green Infant School for September 2022.

3.8 The project aligns with the Brent Borough Plan 2019-23 outcomes:

1. Every Opportunity to Succeed:

   - Support the continued improved of early years provision and schools

     Providing onsite meals for reception and KS1 pupils will ensure adequate nutritional provision is made to pupils. This will ensure healthy meals and sufficient nutrition are provided to pupils during the school day. It will also assist in the pupil's understanding of good food choices.

2. Strong Foundations

   - Building services around residents and their needs

     Having a sufficiently sized kitchen at the school will assist with the school and local groups to provide food related initiatives after and outside of school time through the provision of healthy cooked meals.

3.9 The extension to the existing kitchen will enable the school to meet its obligation to offer free school meals to all reception, year 1 and year 2 pupils. This will support the universal infant free school meals policy intention of improving pupils' health, attainment and behaviour through better nutrition.

3.10 Table 1 below sets out the key milestones for the project -

Milestone	Start	Finish
Project Business Case approved by Cabinet		06/04/2021
Appointment of Consultants	11/01/2020	19/04/2021
Design Work	22/04/2021	23/08/2021
Contractor Procurement	26/09/2021	17/11/2021
Planning application submitted	02/09/2021	20/09/2021
Planning approval granted		15/11/2021
Contractor Contract Award	18/11/2021	18/12/2021
Works on site	29/01/2022	29/06/2022
Handover		29/03/2022
Project Closure Report	01/07/2022	29/07/2022

Procurement

3.11 There will be the need to procure both technical consultants and a works contractor to complete the required project tasks and milestones.

Consultants

3.12 The Council will need to appoint a multidisciplinary technical consultant organisation to carry out design, contract administration duties and Principal Designer duties. It is expected this appointment will be a Low Value Services contract. In order to meet the programme, the procurement process has started at risk of the capital funding being approved.

Works Contractor

3.13 In order to complete the works listed in paragraph 3.6 and consequently scoped by the appointed consultants, the Council will procure a building contractor to complete the works. This is expected to be a Medium Value Works Contract and an invitation to tender process will be used and will seek to ensure Brent based contractors are alerted to the opportunity where possible.

Other Procurement

3.14 There may be a need to carry out specialist surveys (e.g. Drainage) and these will be Very Low Value Services contracts. Further, the school may need furniture and ICT equipment. This is also likely to be a Very Low Value Contract.

Alternative Options Considered

3.15 The potential options for this project are as follows -

1. Do nothing

This is not an option as it means the legislative requirement to provide universal infant free school meals could not be met. BB103 sets out non-statutory area guidelines for special schools, special resourced provision on mainstream sites and alternative provision. In line with that standard the minimum space requirement for the kitchen is 58.8m^2, whereas the existing servery, were it to be converted into a kitchen is only 25.2m^2 in size

2. Provide capital funding to extend the existing servery, creating kitchen using equipment from Roe Green Strathcona site

This option has also been discounted. The future use of the Strathcona site is yet to be determined, including whether it requires use of kitchen facilities. Furthermore, the equipment currently in use at the Roe Green Strathcona school site is already 6-8 years old, and may require replacement in the near future.

3. Provide capital funding to deliver stand-alone kitchen facilities on the Roe Green Infant School site

Another option would be to extend at the north west elevation, adjacent to the Site Managers office. However, upon further consideration and review of the site constraints, a sufficiently sized extension would leave inadequate room to permit access to the gate, access to the site manager's office would need to be reconfigured, and the existing bin storage arrangement would need to be moved elsewhere.

4. Identify a third party provider to deliver universal infant free school meals

This option would involve identifying a third party provider to prepare school meals elsewhere and deliver them to the school site. If the provider were to withdraw, free school meals would still need to be delivered. If the provider were another school, it is unclear whether other schools would have sufficient capacity to provide their own school meals as well as for Roe Green Infant school.

5. Provide capital funding to extend the existing dining hall, creating kitchen facilities with new equipment

This is the recommended option. It makes the most practical use of the existing space available on site without compromising access. Initial discussions with the school indicate this is their also preferred option.

4.0 Financial Implications

4.1 The budget for the capital works for the preferred option (option 5) is outlined in the table below:

Spend	**£**
Construction	481,005
Fees	52,076
Surveys	12,000
Statutory	5,000
FFE & ICT	7,500
Temporary provision	100,000
Strathcona closing costs	10,000
Sub-total	*667,581*
Contingency	60,000
Overall Total	**727,581**

4.2 The total Roe Green Kitchen Extension project budget is £727,581 and the pre-tender estimate for the works is £557, 581.

4.3 The budget proposes to include a contingency sum of £100,000 to accommodate any potential temporary kitchen provision should Roe Green Strathcona close before July 2022 or before the project is completed. There is also a £10k provision for any capital costs to facilitate the closure of the Strathcona site (e.g. securing the site, decommissioning of plant, equipment).

4.4 The works costs are broadly based on the November 2020 Arcadis feasibility report, which identified the required works and estimated costs.

4.5 Currently there is £538,280.36 of unallocated Basic Need funding available to the schools programme. There is also £193,305.05 of s106 funding available.

4.6 It is proposed that the costs of this project are met by from the unallocated Basic Need and s106 funding.

5.0 Legal Implications

5.1 Section 106, part 5 of the Children and Families Act requires all maintained schools to provide free school meals to all reception, year 1 and year 2 pupils. Roe Green Infant School had this provision met via the Strathcona Site and so require the ability to provide school meals before the Strathcona site closes.

5.2 Should recommendation 2.1 be approved, the project will require the procurement of a Low Value Services Contract and a Medium Value Works Contract. All procurement will be conducted in accordance with Contract Standing Orders.

5.3 Approval to procure and subsequently award the contracts will be sought from the relevant Operational Director in line with their delegated powers as set out under Part 3 paragraph 9.7 of the Constitution similar to the powers delegated to their Strategic Director in paragraph 9.5.3(a) thereof.

6.0 Equality Implications

6.1 These were set out in the Cabinet paper from September 2019 on future school organisation arrangements at Roe Green Infant school. This report considers more specifically how the school's obligation to provide free universal infant free school meals can be met.

6.2 The proposals set out in this report aim to ensure there are adequate kitchen facilities for the provision of free infant school meals at Roe Green Infant School.

7.0 Staffing/Accommodation Implications

7.1 These were set out in the Cabinet paper from September 2019 on future school organisation arrangements at Roe Green Infant school. This project proposes to provide kitchen facilities for the provision of free infant school meals.

8.0 Consultation with Ward Members and Stakeholders

8.1 The Lead Members for Schools, Employment and Skills has been consulted as part of the drafting of this report.

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 percent of the overall evaluation criteria is allocated to Social Value and will be in line with the Council's Social Value and Ethical Policy approved by Cabinet in April 2020. It is envisaged that the successful contractor should be able to offer local employment, apprenticeships and work experience to residents in Brent. It would be expected that the successful contractor would offer other community benefits to the residents in Brent. Bidders are required to identify a monetary value (or cash value) for each element of the Social Value that they offer. The monetary value should be 10% of the contract value. If suppliers do not deliver on the social value commitments, the Council will look at claiming back the monetary value.

Related Document:
Cabinet (9 September 19) report – The Future School Organisation Arrangements of Roe Green Infant School

Report sign off:

Alan Lunt
Strategic Director, Regeneration and Environment

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Brent	**Cabinet** 6th April 2021
	Report from the Strategic Director of Customer and Digital Services

Debt Write-off Update and Procedure

Wards Affected:	All
Key or Non-Key Decision:	Key
Open or Part/Fully Exempt: (If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)	Part Exempt – Appendix 3 is exempt as specified in Paragraph 3, Schedule 12A Local Government Act 1972 - Information relating to the financial or business affairs of any particular person (including the authority holding that information).
No. of Appendices:	Four: Appendix 1: Internal Audit report recommendation of June 2019 Appendix 2 : Brent Council Debt Write Off Procedure Appendix 3 : Write-offs of debts over £3,000 including list of debtors (exempt) Appendix 4 : Brent Council Amended Ethical Debt Recovery Policy
Background Papers:	None
Contact Officer(s):	Peter Cosgrove Head of Revenue and Debt Tel: 020 8937 2307 Peter.Cosgrove@brent.gov.uk

1. Purpose of the report

1.1 To inform Cabinet of the changes to the write-off procedure to improve its efficiency and effectiveness and to report to Cabinet on the debts over £3,000 written off, as required by the Council's Constitution. The report also provides an updated version of the Council's debt policy to bring it up to date from the last version in 2016.

2. Recommendations

That Cabinet:

2.1 Notes the revised arrangements for the write-off of bad debts, as set out in Appendix 2.

2.2 Notes the debt write-offs over £3,000 listed in Appendix 3 of the report and that these largely relate to old debts from 1994 to 2010.

2.3 Notes that while there is a requirement to report write-offs over £3,000 to Cabinet this is the first report of this kind since the recommendation in the Council's Internal Audit report of June 2019 as set out in Appendix 1.

2.4 Notes the revised debt policy referred to as Ethical Debt Policy that has been updated and approved by the Strategic Director for Customer and Digital Services and includes reference to the new Breathing Space requirements as set out in appendix 4.

3. Detail

3.1 This report details a revised procedure for how the Council deals with writeoffs, the Council's revised Ethical Debt Policy and its commitment to making the Breathing Space legislation work for residents. These form part of the Council's overarching approach to financial inclusion that aims to ensure the Council has all the tools and mechanisms for residents to support themselves economically and socially, to maximise their life chances; by maximising income to help give financial stability, housing sustainability and good health and well-being

3.2 The write-off procedure and Ethical Debt Policy therefore are part of the Council's drive toward an holistic way of working that seeks to support all residents, but in particular those on the borderline or left out of the welfare system who are more likely to be subject to poverty, lower living standards and socioeconomic deprivation. They therefore sit alongside the Council's Resident Support Fund and the Council's network of Community Hubs. The Council's focus for financial inclusion is on each resident, and the procedures and policy referenced in this report form part of this approach.

Context

3.3 This is the first report to cabinet concerning write-off of debt since a recommendation in the final internal audit report concerning accounts receivable for 2019/20 dated 27 June 2019. While this report focused on sundry debt the principles at play apply to all debt. The full text is attached as appendix one, most significantly it states:

- *When it is certain that the debts are no longer recoverable or cost of recovery would outweigh the benefit, debts should be written off following appropriate review and authorisation with reference to the Council's write off policy.*

And the recommendation included the following:

- *Accounts that are proposed/set for write off should be actioned without lengthy delay. A full audit trail of the write offs should be retained.*

3.4 Therefore, as part of sound financial management and to ensure audit requirements are met, the Council will write-off debts that it considers are not possible or cost effective to recover. By definition, the council does not write-off debts at the request of the debtor, however in appropriate circumstances it may consider setting aside a portion of the debt in line with its existing ethical debt recovery policy.

3.5 In view of the above during 2020 an initiative was launched to review old debts, this is and will continue to be an ongoing process, progress has been made and old debts have been written off, in particular, although not exclusively, in the Council Tax area where the focus has been on debts from 1993 to 2010.

Write-offs

3.6 A revised procedure has been approved by the Director of Finance as required by the Financial Regulation and is set out at appendix two. The main change in the new procedure is that under the delegation to the Director of Finance it provides authority to staff to approve write-offs up to £200 in appropriate circumstances. All write-offs up to £1,000 may be approved by Head of Revenue and Debt. Debts over £1,000 will remain the responsibility of the Strategic Directors within their own directorates up to £20,000 and Director of Finance as now and set out in paragraph 5.1 below. Debts written off over £3,000 will be routinely reported to Cabinet. It should also be noted that the £3,000 limit has been set for nearly twenty years and is also now due to be reviewed. The Revenue and Debt team in Customer Access will coordinate the required reporting for all debts that need to be reported to Cabinet.

3.7 Those debts written off over £3,000 are attached as appendix three. The total amount of debts in excess of £3,000 that were written off during 2020, but mainly relate to old debts from 1994 to 2010 is in the sum of £1,783,999.67 (which includes costs in relation to those debts owing to the Council in the sum of £114,781.62) involving 338 persons and businesses. Three rent arrears debts in excess of £3,000 amounted to the total sum of £22,840.84. The grounds for writing off the debts are that they were uneconomic to collect, they were irrecoverable and because they were subject to individual voluntary arrangements (IVAs).

3.8 The names of the debtors as set out in appendix three are exempt from publication in the public domain pursuant to paragraph 3, Schedule 12A Local Government Act 1972, i.e. information relating to the financial or business affairs of any particular person (including the authority holding that information). The Council would not normally release the names of the debtors on data protection grounds and instances where such names are disclosed in the public domain would only be done specifically after considering the law and exemptions as set out in the Data Protection Act 2018 and the Freedom of Information Act 2000.

3.9 The amended Council's Ethical Debt Policy differs from the last agreed version of 2016 as follows:

i. The Government has introduced a number of measures during Covid-19 pandemic which have a direct impact on the Council's ability to enforce and pursue debt. The extension of these measures mean creditors cannot rely on statutory demands to bring winding-up petitions, and are prohibited from filing winding up petitions where the company's inability to pay is due to COVID-19. These provisions also run in parallel with restrictions on landlords pursuing rent arrears, forfeiting business leases for non-payment of rent, or exercising CRAR (in England) until the end of March 2021.

ii. The Corporate Insolvency and Governance Act 2020 (Coronavirus) (Extension of the Relevant Period) Regulations 2020 (Extension Regulations) came into effect on 29 September 2020. Furthermore, The Corporate Insolvency and Governance Act 2020 (Coronavirus) (Early Termination of Certain Temporary Provisions) Regulations 2020 (Termination Regulations) came into effect on 1 October 2020. These Regulations modify a number of the time limits on temporary measures set out in The Corporate Insolvency and Governance Act 2020.

iii. These extensions and moratoriums will give breathing space to companies and individuals where they have been financially impacted by COVID-19. The Council is legally obliged to comply with the relevant breathing space moratoriums.

iv. Breathing space is a new debt respite scheme that gives someone in problem debt the right to legal protections from their creditors including the Council. There are two types of breathing space: a standard breathing space and a mental health crisis breathing space. A standard breathing space is available to anyone with problem debt. It gives them legal protections from creditor action for up to 60 days. The protections include pausing most enforcement action and contact from creditors and freezing most interest and charges on their debts. A mental health crisis breathing space is only available to someone who is receiving mental health treatment and further guidance will set out who is entitled to this respite. The mental health respite has stronger protections. It lasts as long as the person's mental health crisis treatment remains in place plus 30 days (no matter how long the crisis treatment lasts). There is less rigorous checks on those requesting mental health breathing space. The legislation for this is the The Debt Respite Scheme (Breathing Space Moratorium and Mental Health Crisis Moratorium) (England and Wales) Regulations 2020. Guidance has been made available to all creditors and the Council will put processes in place to ensure it complies from 4 May 2021 when the rules come into force.

3.10 As a result of the changes introduced by the Government in relation to the enforcement of debt during the current pandemic, the Council's Ethical Debt Recovery Policy has been amended, under degated authority, by the Strategic

Director for Customer and Digital Services. The Council's amended Ethical Debt Recovery Policy is set out in appendix 4 of this report. The reasoning as to why the said policy can be amended by the Strategic Director is set out in paragraph 5.6 of this report.

4.0 Financial Implications

4.1 No changes to service budget or collection rates are part of the changes here. Therefore there are no direct financial implications of the proposals with bad provision being made for debts that cannot be collected.

5.0 Legal Implications

5.1 Under paragraph 8 in the table under paragraph 9.5 of Part 3 of the Council's Constitution, the Strategic Director has authority to write off debts up to £20,000 where all steps have been taken to recover the debt(s) and the Director of Finance has not required the matter to be referred to him for consideration. All such debts written off must be notified to the Director of Finance. Debts exceeding the sum of £20,000 can only be written off with the written approval of the Director of Finance.

5.2 Paragraph 8.3.2 of the Council's Financial Regulations, as set out in Part 2 of the Council's Constitution, states that debts over £3,000 that are written off will be reported to the Cabinet bi-annually.

5.3 The Council holds a fiduciary duty to its taxpayers to ensure money is spent wisely and recover debts owed to it. Whilst, the Council has adopted a fair but robust approach in the past, it must consider that households and businesses have had a detrimental effect during the pandemic.

5.4 The Government has introduced a number of measures during Covid-19 which have a direct impact on the Council's ability to enforce and pursue debt. The Coronavirus Act 2020 has provided a number of protections to debtors including residential and commercial tenants from both eviction and forfeiture. The Corporate Insolvency and Governance Act 2020 has been introduced to relieve the burden on businesses during Covid-19 and to provide them with a breathing space from creditor action. In May 2021 the Debt Respite Scheme (Breathing Space Moratorium and Mental Health Crisis Moratorium) (England and Wales) Regulations 2020 will come in to force which will provide debtors opportunity to pause any debt recovery action until they have taken appropriate financial support.

5.5 The various measures indicated are not designed to stop the collection or require the Council to waive the debt, it is designed to pause recovery so that businesses and households can remain afloat whilst the various Governement and Public Health England restrictions remain in place and a vaccine is rolled out.

5.6 The Strategic Director for Customer and Digital Services has authority to amend the Council's Ethical Debt Recovery Policy as the amendments have been

made as a result of the changes introduced by the Government in relation to the enforcement of debt during the current pandemic. The amendments to that policy do not conflict with and do not result in a change or departure from any decision or policy that was previously agreed by the Cabinet or the Council pursuant to paragraph 10.1(a) of Part 3 of the Council's Constitution.

6. Equality Implications

6.1 As described above, the Council's approach to dealing with debtors remains fundamentally unchanged, it is expected that through formalising and promoting our approach, and in particular the support that is available to vulnerable debtors, that the Council encourages engagement with vulnerable debtors who may potentially have tried to ignore their debts.

7.0 Consultation with Ward Members and Stakeholders

7.1 Discussions were undertaken with Brent's Poverty Commission Consultative Group in order to consult regarding the implications of the new write-off policy. These included representatives from The Smith Institute, Crisis Shelter, Young Brent Foundation, Crisis, CA Brent, Child Poverty Action group.

8.0 Human Resources/Property Implications (if appropriate)

8.1 None

Report sign off:

Peter Gadsdon
Strategic Director of Customer and Digital Services

Final Internal Audit Report June 2019 - Appendix One

Accounts Receivable 2019/20 27 June 2019

DETAILED FINDINGS – MEDIUM RISK ISSUES

3. Aged debt / Write offs

Issue

An aged debt accounts receivable report should be generated on a regular basis. Overdue debts should be investigated and chased. When it is certain that the debts are no longer recoverable or cost of recovery would outweigh the benefit, debts should be written off following appropriate review and authorisation with reference to the Council's write off policy.

Review of the debt book (including aged debt) identified the earliest transaction on the record dates back to 1989. There was no evidence that the aged debts had been reviewed regularly.

A review of the write-off report from September 2018 to March 2019, identified none of the write-offs have been actioned. Examination of a sample of six write-offs confirmed, in all instances, no record of a write off was made. Accounts reviewed were dated between 2010 and 2015.

Risk exposure

Where aged debts are not regularly reviewed and write-offs are not exercised routinely there is a risk that sundry debt book will list obsolete items. The total balance outstanding will not be reasonable.

Where accounts set for write off are not written off in a timely manner there is a risk that total receivable balance and write-off expense balance on the accounts may be incorrect.

Recommendations

Aged debt report should be generated regularly and reviewed. Following investigation accounts that are not recoverable should be set for write-off.

Accounts that are proposed/set for write off should be actioned without lengthy delay. A full audit trail of the write offs should be retained.

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Brent

Debt Write Off Procedure

1. Introduction

1.1 This document sets out the procedures to be followed when writing off irrecoverable amounts (including credit balances) across the council for services such (but not exclusive) Housing Rent, Council Tax, National Non-Domestic Rates (Business Rates), Temporary Accommodation, Housing Benefit Overpayments (HBO), Sundry and Adult Social Care etc.

1.2 Under the Accounts and Audit Regulations 2003 (as amended), procedures are set out to ensure that uncollectable amounts, including bad debts, are not written off except with the approval of the responsible financial officer, or such member of staff as is nominated by the Chief Finance Officer for this purpose, and that the approval is shown in the accounting records. Nevertheless, these set out delegation on a sliding scale by financial value to ensure that write-off of smaller debts is not unnecessarily delayed to the detriment of the customer.

1.3 Both internal and external audit need to be satisfied any write off policy is both robust and transparent. At the same time, there needs to be a mechanism for reporting write offs internally within the Council and in accordance with its financial regulations which are included in the Council's constitution.

1.4 Staff are required to take action to collect all debts; however, in some cases, this might not be possible and debts do become irrecoverable. Where a debt is deemed to be non-recoverable (or a credit non-refundable), it needs to be identified at the earliest possible opportunity and properly dealt through the write off process.

1.5 Irrecoverable debts must also be identified and written off; if only because they are shown in the council's accounts as an asset. Writing off irrecoverable items represents good financial management. It allows staff to concentrate on recoverable debts and ensures that the level of customers' arrears within the accounts is accurate and represents a true and fair reflection of the Council's financial position.

2. Reasons for Write Off

2.1 Every effort will be made to recover a debt owing to the council before it is considered for write off. The amount of effort being proportionate to the level of debt owed. Action will include using tracing agents, visiting the property, contacting the occupants and/or owners as well as cross-referencing other internal databases (e.g. housing, customers, parking control, register of electors, etc.).Only where recovery action has failed, is a debt regarded as irrecoverable.

2.2 Some of circumstances where a debt may be written off have been categorised as follows:

- **Insolvency** - Customer is the subject of bankruptcy, individual voluntary arrangement, liquidation, company voluntary arrangement & administration order or administrative receivership proceedings or has ceased to trade or is subject to a Debt Relief Order.
- **Unenforceable** - Customer is overseas or the debt is over 6 years old. The statute limitations (6 year rule) provides time scales as to how long we (the creditor) can chase the customer for unpaid debt. This only applies when no acknowledgement of the debt has been made between the council and the customer for six years.
- **Abscond** – the customer cannot be found.

- **Uneconomical to Collect** - Balance is too small for further action
- **Uncollectable** - Custodial sentences / remitted debts / vulnerable people / hardship / local authority error / system roundings
- **Deceased** - No funds in an estate

2.3 Should a customer be subsequently traced, a debt will be re-instated if considered economically viable to recover and it is within the statute of limitations.

2.4 In cases where the customer is jointly and severally liable for the debt with another party, recovery action will continue against all liable individuals and only if this action fails, will monies be recommended for write off. Recommended procedures to follow are set out in appendix A.

Authority to write off

3.1 The Council's Constitution Financial Regulation (part 2 section 8) sets out who has authority for writing off irrecoverable amounts as below:

> *"8.3 Income – Bad Debts and Write Offs*
> *8.3.1 The Director of Finance will put in place arrangements for the collection and write off of bad debts*
> *8.3.2 Strategic Directors must ensure adequate bad debt provision exists to cover debt within their service. They have delegated powers to authorise the write-off of debts only in relation to their own operational budgets up to the value of £1,000 a schedule of which must be submitted to the DOF in an approved format. Any debt above £20,000 is to be agreed individually in advance by the DOF. Those debts over £3,000 will be reported to the Cabinet bi-annually.*
> *8.3.4 Finance Services will ensure that following approval to write-off debt the appropriate accounting and budgeting adjustments are made and the debt recovery team are informed."*

3.2 As is required this procedure is written in accordance with the Financial Regulation.

3.3 At the officer level, only the Chief Finance Officer (or his or her nominated representatives) has the authority to write off a debt. All decisions for write offs need to be made by the individuals who have the authority to write off the corresponding level of debt.

3.4 Strategic Directors must ensure adequate bad debt provision exists to cover debt within their service.

3.3 In accordance with the Council's Financial Regulations the uncollectable debt write off authorisation levels are set by the Director of Finance as follows:

- For debts up to but not exceeding £200 (including aggregated debts for one customer)
    - Completed by service area officer dealing with debt recovery on behalf of the relevant Strategic Director
    - Approved by team leader on behalf of the relevant Strategic Director
    - Record provided to finance as in section 4 below
- For debts up to but not exceeding £1000 (including aggregated debts for one customer)

    - Completed by service area officer dealing with debt recovery on behalf of the relevant Strategic Director
    - Completed by team leader
    - First review and sign off by Head of Revenue and Debt on behalf of relevant Strategic Director
    - Record provided to finance as in section 4 below
- For debts greater than £1000 but not exceeding £20,000 (including aggregated debts for one customer) (and for all credit balances)
    - Completed by Service Area & reviewed by Head of Service
    - Approved by relevant Operational Director
    - First sign off by Strategic Director or relevant Head of Finance
    - All write-offs up to £20,000 are reported on a schedule to Director of Finance
- For debts greater than £20,000 (including aggregated debts for one customer), additional review and recommendation to Director of Finance
- Debts written off over £3,000 are reported to Cabinet
- It is required for debts to be written off in appropriate circumstances as set out above.

4. Write Off Reporting

4.1 All debts will be recorded as follows:-

- Listed to show the reference number, amount and year the debt was raised and supported by documentary evidence for each case which demonstrate the steps that have been taken to recover the debt and, if appropriate, the steps that have been made to trace the customer.
- The detail on the schedule will separately show any costs and VAT
- Sorted into the debt type and reason for the write off:
    - Insolvency -
    - Unenforceable
    - Abscond
    - Uneconomical to Collect
    - Uncollectable
    - Deceased
- Summarised on a front sheet detailing the number of cases and amount of debt.
- An annual summary report of all write offs across all income streams should be submitted to the Debt Board, and all write off records submitted to the Debt Board finance lead.
- Those debts over £3,000 will be reported to the Cabinet bi-annually.

5. Retention period

5.1 To comply with the requirements of the authority's standing orders, all documentation supporting write-offs of debts shall be retained in respect of the current year plus the previous 6 years.

6. Procedures to undertake prior to approval for write off

6.1 The procedures to be followed prior to the writing off of a debit / credit are set out below. Once the actions have been undertaken, only then will a debit / credit be included on a list of cases submitted for write off.

Insolvency

Bankruptcy

6.2 Upon notification of a bankruptcy, a proof of debt will be completed for the outstanding debt that is due at the date of the bankruptcy order and submitted as a claim to the trustee in bankruptcy. In the event of payment being received in full or part from the bankrupt's estate, this money will be credited back to the relevant account.

Individual voluntary arrangement

6.3 A voluntary arrangement is an alternative route available to an individual wishing to avoid the restrictions placed upon them by a bankruptcy order. It involves the customer making an offer to all creditors, which is less than the full amount of the debt outstanding, and agreeing that it be repaid over a period of time in full and final settlement. If 75% (in value) of creditors agree to the offer as an alternative to proceedings for bankruptcy, an insolvency practitioner will be appointed to administer the voluntary arrangement. In the event of payment being received in full or part, this money will be credited back to the relevant account.

Liquidation

6.4 Liquidation may either be compulsory (sometimes referred to as a creditors' liquidation) or voluntary (sometimes referred to as a shareholders' liquidation … although some voluntary liquidations are controlled by the creditors). Upon notification of liquidation, a proof of debt will be completed for the outstanding debt that is due at the date of the winding-up order and submitted as a claim to the liquidator. In the event of payment being received in full or part, this money will be credited back to the relevant account.

Company voluntary arrangement / administration order

6.5 A company voluntary arrangement is an alternative route available to a company wishing to avoid the making of a winding up order. It involves the directors making an offer to all creditors, which is less than the full amount of the debt outstanding, and agreeing that it be repaid over a period of time in full and final settlement. If 75% (in value) of creditors agree to the offer as an alternative to liquidation, an insolvency practitioner will be appointed to administer the voluntary arrangement. In the event of payment being received in full or part, this money will be credited back to the relevant account.

Administrative receivership

6.6 This involves an individual being appointed by a lender, usually a bank, which holds a debenture as security over a floating charge on assets of the company, and usually takes effect where the company is in default of agreed lending terms. An insolvency practitioner will assume immediate control of the company in an attempt to sell it as a going concern. However, although remaining in occupation, no action can be taken against the receivers appointed to enforce payment of previous or on-

going rate charges. In the event of payment being received in full or part, this money will be credited back to the relevant account.

Company has ceased to trade leaving no assets

6.7 On occasions, limited companies will cease to trade on the grounds of having no assets to pay an outstanding and / or on-going debts. They do not go through the formal process of winding-up proceedings, which carry a cost and have legal implications. Where this occurs, the authority could take steps to put the company into compulsory liquidation although this action is costly and is highly unlikely to secure payment.

6.8 In these circumstances, if it is proven that an enforcement agent has failed to recover monies due, or identify assets on which to levy distress, a recommendation for write-off will be made.

Debt Relief Order

6.9 Debt Relief Orders are aimed at those that have £15K or less of debts, assets of less than £300, disposable income of less than £50 per month and really cannot afford to go bankrupt, but need relief from their debts and creditors. The debt will be written off the system but will monitored periodically, as the customers circumstances must remain the same for a period of 12 months in order for the DRO to remain in place.

Unenforceable

6.10 Certain debts will fall outside of legal jurisdiction either because the customer is overseas or six years may have passed since recovery action had been instigated against a customer and the debt was last acknowledged. If a customer is overseas and contact in writing has failed to result in payment or an arrangement to pay, a recommendation for write off will be made. Evidence supplied from external sources would be used to determine this. In cases where six years may have passed since recovery action had been instigated against a customer and the debt was last acknowledged, the whole debt will be submitted for write off. Evidence on what action, if any, has been taken will be used to determine this.

Abscond

6.11 Closed accounts where no forwarding address is known and the debt is under £100.

- For any finalised account with a balance of under £100, staff will make basic checks of the authority systems and known third parties, (i.e. solicitors and letting agents). If, after a three month period, a new address is not established, the debt will be submitted for write off.

6.12 Debts where no forwarding address is known and the debt is £100 or more

- Before the debt can be recommended for write off, the following enquiries may be undertaken by staff:-

  i. Check Council Tax or NNDR database to identify if the person has re-registered at another address within the partnership area.

  ii. Check with housing department, customers, parking control etc.

  iii. Check electoral register.

iv. Contact landlord or letting / estate agent.

v. Contact other local authorities.

vi. Undertake visits to property.

vii. Conduct third party searches (i.e. through 'Experian' or similar companies).

6.13 If, after all enquiries have been completed, a forwarding address has not been established, the amount will be submitted for write-off.

Uneconomical to collect

6.14 Prior to billing, every debt of up to £1, on both live and finalised accounts will be submitted for write off to prevent bills being issued for small sums. These will automatically be written off.

6.15 Where a balance of £15.00 or less is outstanding, a reminder notice is not issued. A report will be run every quarter to identify these accounts. The Debt Recovery team will check the status of these cases in particular to ensure no other debts are owed by the customer, and, where appropriate, write off the debt. These debts will be subject to reporting under section 4 in the usual way.

Uncollectable

6.16 Debts where the customer has served a custodial sentence in respect of the debt

- If a customer is the subject of a means enquiry and has been imprisoned for non-payment of Council Tax or NNDR, whilst a debt is not legally remitted on imprisonment, an authority cannot enforce the debt again in the event of continued non-payment.
- Therefore, an authority has no option but to write off the debt.

6.17 Debts which are remitted by the court on the grounds of inability to pay

- If a customer is the subject of a means enquiry and the court has remitted Council Tax or NNDR on the grounds of inability to pay, an authority has no alternative but to treat the debt as being written off.

6.18 Debts that have arisen because of local authority error / system rounding

- If a debt has arisen as a result of a local authority error or system rounding, the possibility of recovering the debt would be considered in the first instance. If that proves impossible, i.e. legislation prevents recovery or the fault is not of a customer's doing the debt will be written off. Details of the events that gave rise to the debt being incurred will be stored to evidence this.

Deceased

6.19 Where a customer has died and the estate is insolvent, the debt will need to be written-off. A letter from the executor confirming there are no assets from which to discharge any outstanding liability will be taken to determine this.

Credits

6.10 There will be instances where an account is closed and a credit balance remains on an account. If it has not been possible to refund the money, for whatever

reason (e.g. forwarding address unknown), the credit will be written off after a period of one year.

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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Appendix Four – Ethical Debt Policy

Please note that this policy forms part of the Cabinet agenda from April 2021 and has now been superseded by the Council's Debt Recover Policy

07c. Appendix C - Debt Recovery Policy - November 25.pdf

Brent

Ethical Debt Recovery Policy

1.0 Proposed Policy Intent and Principles:

1.1 Brent Council has a legal duty to ensure the prompt and cost effective billing, collection and recovery of all sums due to the Council. Timely and cost-efficient collection of debts is critical to ensuring that the Council is able to provide essential services, and the Council is committed to maximising income collection using ethical, fair, supportive, consistent and proportionate means. The Council provides a wide range of services to residents and businesses, each of which governed by specific regulations setting out how the service will be provided, liability to pay, and how any overdue amounts will be collected. This policy seeks to set out the key principles that the Council will apply in order to ensure that it is supportive, efficient and effective in its collection. It will make sure it strikes the right and necessary balance between dealing sensitively with those customers in genuine financial difficulty, whilst also using the full range of recovery methods with the small proportion of customers who have the means to pay but fail to do so.

1.2 The scope of the policy will include all Council revenue streams, including but not limited to:

- Council Tax
- Non-Domestic Rates (Business Rates)
- Housing rents and temporary accommodation charges
- Parking and Road Traffic penalty charges
- Housing Benefit Overpayments
- Leasehold service charges and major works charges
- Sundry Debts
- Adult Social Care debts

1.3 The following principles will be consistently applied to all categories of Council debt, and in all interactions with the Council's customers. Some lines of debt may be subject to additional local policy (e.g. Council Tax, Business Rates, Housing Benefit overpayment); these are attached in appendices A and B. In the absence of further documentation, this policy applies the following principles:

Principle 1 – Clear charges and recovery processes

● *We will make customers aware of the value and nature of debt they owe to the Council, and the potential implications of non-payment that may include charges for late payment for certain debts.*

● *Where customers wish to dispute a charge or feel they are unable to pay, we expect that they contact us as soon as they receive notification of the debt. The Council will respond to any dispute raised within 21 days. Any pending recovery action will be suspended pending the outcome of the dispute. This is a blanket approach across all lines of debt where those debts are not subject to other statutory processes.*

Principle 2 – Easy and flexible payment

● *We will accept a range of payment methods and frequencies, and will endeavour to ensure that the payment processes are simple for customers. Where possible, the Council aims to prevent arrears occurring by encouraging payment in advance or payment via Direct Debit. Some services may require direct debit payment in order to receive the service.*

● *We expect customers to take advantage of the range of payment methods available in order to pay on time, and to contact us quickly if they need to request greater flexibility. Wherever possible the Council will make accounts available online*

Principle 3 – Early intervention

● *Where practical we will seek to prevent enforcement measures by notifying customers at an early stage that they have fallen into debt, to ensure they are aware of debts accrued as soon as possible.*

● *We expect customers to respond promptly to any contact we attempt to make with them.*

Principle 4 – Clear communication

● *We will use a range of communication methods to ensure that customers know how to make payments, and how to contact us if they are struggling to do so. Communication will primarily be through electronic means. ,*

● *We expect customers to inform us promptly of any changes to their contact details.*

● *Brent Council expects its staff to be courteous and respectful to customers and expects customers to be equally courteous when dealing with Council staff and those working on behalf of the Council.*

Principle 5 – Support for individuals who demonstrate that they can't pay

● *Where an individual is identified as being in financial difficulty, we will ensure they are referred both to relevant internal departments and appropriate sources of independent advice* (such as Citizens Advice Brent) *to access guidance on maximising benefit entitlement, skills and prospects.*

● *In specific circumstances, we may consider writing-off and not pursuing all or a portion of an individual's debt in order to prevent exacerbating severe indebtedness*

● *We expect customers to take ownership of their finances, to engage positively with any support provided, to provide any requested information within the specified timescale, and to comply with the terms of any agreement made.*

Principle 6 – We will take action where individuals "Won't Pay"

● *We will use a variety of debt recovery methods to collect debts from those that can, but won't pay. Wherever enforcement becomes necessary, any costs incurred by the Council will be passed on to the customer.*

● *We will ensure that all enforcement action taken is ethical, proportionate, and complies with relevant legislation; but to be fair to those who do pay, and to try to deter wilful non-payment, we will always seek the maximum penalty where an individual commits fraud.*

2.0 Vulnerable Customers

2.1 The Council's debt recovery staff, including those not directly employed by the Council, will provide customers with details of how they can access independent advice and support in relation to their finances. The Council's website and correspondences with debtors (letters, email) will also direct customers to independent sources to access support relating to their finances.

2.2 We recognise that some individuals may require additional support in order to be able to adequately manage their finances and repay moneys owed. The measures that the Council may seek to take are outlined in paragraph 3.2.

2.3 There is no set definition of vulnerability in relation to poverty, and the degree to which someone is considered vulnerable can vary widely. The causes of financial vulnerability are incredibly broad and include any condition or situation which may affect a person's ability to manage their finances for a period of time. Parking adopts its own processes in relation to vulnerability. Some likely causes or examples of vulnerability could be:

- People with disabilities, including those with learning difficulties - where their disability specifically affects their ability to manage their financial affairs
- People suffering from serious illness, including mental health conditions - where their illness specifically affects their ability to deal with their financial affairs
- People who have difficulty communicating in English may be considered vulnerable in some cases. While translation services are available for interaction with the Council, those who may not have the support of family members who can speak or read English may be more broadly financially excluded.
- People who have difficulty reading and writing. This may prevent them from being able to read notices or warnings in relation to their debt, and may have caused broader financial exclusion.
- People undergoing significant changes in circumstances – i.e. people who have been recently bereaved, have recently lost their job or their home.
- People affected by the economic or health impacts of war, pandemic or natural disaster

2.4 The above does not constitute a list of reasons for automatic assessment as vulnerable, nor is it intended to be exhaustive. Assessment of vulnerability, and the steps taken to support a vulnerable customer, will be assessed by the Council on a case by case basis, based on the specific details provided by the customer.

2.5 The identification of vulnerability does not excuse someone from paying a debt which they are legally obliged to pay. It does, however, mean that the Council will provide additional support in understanding the debt, and aim to minimise undue distress.

2.6 Where vulnerability is identified, the Council should, as a minimum, aspire to put in place additional management control. For example, accounts may be flagged on the relevant debt management system to alert any staff dealing with the case and automated escalation will be halted to ensure that the case is reviewed by a member of staff before any further action is taken. This will be aided through the implementation of a 'dashboard view' through which officers can access and easily see all debts owed

2.7 Depending on the nature of the identified vulnerability, there are a number of additional measures that the Council may feel it is appropriate to make:

- Allowing longer to pay
- Referral to independent advice and guidance
- Temporarily halting enforcement action
- Providing additional support to overcome the vulnerability (e.g. home visits or assistance completing forms)
- Reviewing eligibility for benefits to ensure that these have been correctly assessed
- Considering referral to alternative support: local welfare support, Resident's Support Fund, section 13A payments, DHP or referral to third party may be appropriate
- Where advocates or representatives have been appointed, ensuring that the appropriate evidence has been provided and accounts are updated.
- The line of action will depend on the nature of the debt

3.0 Support for those with Problem Debts

3.1 Whether or not an individual is vulnerable and needs additional support to manage their finances is often independent of whether the customer actually has the means to pay. In accordance with the principles set out, and in the first instance, the Council will aim to assess a customer's ability to pay their debt, and to tailor its approach where it is identified that someone is struggling to pay their debts, working with them, their representative or appointee to find a solution to resolve the issue..

3.2 In addition to provision of, and referral to, appropriate sources of advice and guidance through the Council's existing advice contracts and network, the Council will seek to support customers to overcome problematic debt and promote access to affordable credit by:

● Continuing to operate a policy of not pursuing and writing off all or a portion of the outstanding balance where it is identified that a customer does not have the means to pay the full amount.

● It is not practical to implement a prescriptive set of criteria for such cases. Decisions are delegated to officers, but as a minimum, it will only be considered where an individual has engaged with financial assessments, and has kept to the affordable payment plan that has been agreed for a period of time. In order to achieve consistency among decision makers and officers dealing with accounts, we will adopt the principles of the Standard Financial Statement (SFS), on which more information is available in Appendix B.

4.0 Multiple Debts

4.1 We know that individuals struggling with problematic debt are likely to owe multiple debts to the Council.

4.2 Historically, it has been difficult to take a holistic view of an individuals' balances due to each account requiring different recovery and enforcement methods and so being held and managed on different computer systems. This has meant it has not been possible for a single officer to easily make a customer aware of the various account balances they may have. The Council is committed to providing a "dashboard view" to officers they can make customers aware and sign post them to sources of debt advice, grants and employment skills training. .

4.3 The work to recover debt remains with those designated to deal with particular balances and debts. The Council groups its main lines of debt as follows:

- Rent / Temporary Accommodation Charges, former tenant arrears and Leasehold Service Charges & Major Works Costs

- Council Tax
- Parking and Traffic Penalty Charge Notices
- Sundry Debts including commercial rent
- Adult Social Care debt
- Housing Benefit Overpayments

5.0 Staying in contact and targeting

5.1 The Council will use external resources and agencies to assist in locating customers who may have absconded and to help identify customers' propensity to pay. This will enable the Council to better target recovery action.

6.0 Breathing Space

6.1 The new Breathing Space scheme, originally outlined by Government in February 2020 following campaigning from the debt advice and wider sector, will go live on 4 May 2021. The 60-day breathing space period will see enforcement action from creditors halted and interest frozen for people with problem debt. The Council will amend its processes to reflect this requirement.

7.0 Write-offs

7.1 As part of sound financial management, the Council will periodically write-off debts that it considers are not possible, or cost effective to recover. The council does not normally write-off debts at the request of the customer, however in appropriate circumstances it may consider setting aside a portion or all of the debt in line with the principles laid out above. The Council has in place a procdure for write-offs.

8.0 Approach to Enforcement

8.1 As part of the Council's approach to enforcing debts, the Council, once it has gained required authority from the appropriate court will use the enforcement route deemed most likely to prove successful. Depending on the debt this may include, attachment of benefit, attachment of earnings, charging orders, bankruptcy, committal hearings, obtaining possession and referral to enforcement agencies including the High Court

8.2 Where enforcement agents are used the Council will use a number of enforcement agents depending on the debt. The enforcement agents may be both commercial companies and local authority service providers. All enforcement agents used will be committed to working with empathy, ethically, identifying vulnerability and in accordance the regulations. This code of practice will at least be equivalent to that of the CIVEA (https://www.civea.co.uk/our-code-of-practice). There is no single arrangement universal contract for enforcement activity to collect the Council's debt. Primarily council tax enforcement is determined internally and delivered through contracted third party enforcement agents, for business rates via the Council's contract and the same applies to road traffic and parking offences.

https://www.citizensadvice.org.uk/debt-and-money/help-with-debt/dealing-with-ythe Council's -debts/work-out-which-debts-to-deal-with-first/

Priority debts include:

- mortgage or rent arrears. If you don't pay these, you could lose your home
- gas and electricity arrears. If you don't pay these, you can have your supply disconnected
- council tax arrears. If you don't pay these, the Council can use bailiffs to take your goods. If, after this, you still have arrears unpaid, you can be committed to prison
- court fines such as magistrates' fines for traffic offences. If you don't pay these, the Council can use bailiffs or High Court enforcement agents to take possession of your goods. If, after this, you still have arrears unpaid, you can be sent to prison. Parking penalties issued by local authorities are not priority debts
- arrears of maintenance payable to an ex-partner or children. This includes Child Support you owe to the Child Support Agency. If you don't pay these, a the Council can use bailiffs to take your goods. If, after this, you still have arrears unpaid, you can be sent to prison
- income tax or VAT arrears. You can be sent to prison for non-payment of income tax or VAT
- TV licence or TV licence arrears. It's a criminal offence to use a television without a licence. You could be fined.

You may have other debts which you think it is particularly important to pay. For example, if you're disabled and rely on your car to get around, you may need to make

paying for your car a priority debt.

You need to think very carefully about which debts you treat as the most important ones. You must have very good reasons, as you might have to convince a court or other creditors why it is reasonable for you to treat these debts as more important than others.

Non-priority debts include:

- Housing Benefits overpayments
- credit debts such as overdrafts, loans, hire purchase, credit card accounts and catalogues
- water and sewage charges – you can't be cut off for water debts
- student loans
- money borrowed from friends or family
- parking penalties issued by local authorities.

You can't be sent to prison for not paying non-priority debts. But if you don't make any offers to pay, without explaining why, your creditors may take you to court. If you still fail to pay when the court has ordered it, your creditors can take further action. For example, they can get another court order which allows them to send bailiffs round to take your property away. This will be sold to cover your debts.

If you don't keep up payments under a hire purchase agreement, the lender may be able to take back the goods. Depending on how much you have paid, the lender may not need to get a court order first.

Appendix B – The Standard Financial Statement

https://sfs.moneyadviceservice.org.uk/en/what-is-the-standard-financial-statement

- A single standard format for gathering income and expenditure
- A single set of Spending Guidelines
- Capacity to build a savings contribution into debt solutions
- Greater consistency to the debt advice process for consumer, advisers and creditors
- Potential for more streamlined sharing of data between organisations assisting an over-indebted individual

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